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ABSTRACT

The report describes first year activities of a National Scope Supported Employment Demonstration Project which included a survey of supported employment providers (N=605) to define approaches used, impediments, and best practices. Among findings were the following: vocational rehabilitation facilities and developmental centers together provided some 81% of the supported employment services; almost 44% of organizations reported serving individuals with severe retardation in supported employment; approximately 77% of organizations reported using the individual placement model; 60% used the mobile work crew model, and 50% used enclaves; average wage reported was $3.34 per hour; 81% of organizations reported that an average of 73% of their supported employees received salaries within the normal range for nonhandicapped employees in the same type of work; the job coach (individual placement) model was reported to be the most cost effective as well as the most difficult to administer; and long-term and uncertain funding were overwhelmingly rated as the major impediments to supported employment. Implications include the need to monitor and analyze cost effectiveness, the need to address more adequately transition from secondary schools; and the need to attend more to quality of life issues. A short glossary, the survey form, and 74 references are included. (DB)

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SUPPORTED EMPLOYMENT IN CONTEXT:

NARF'S National Scope Supported Employment Survey and Policy Implications

June 1989

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Supported Employment In Context: NARF's National Scope Supported Employment Survey and Policy Implications

National Association of Rehabilitation Facilities

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SUPPORTED EMPLOYMENT IN CONTEXT: NARF'S NATIONAL SCOPE SUPPORTED EMPLOYMENT SURVEY AND POLICY IMPLICATIONS

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FOREWORD

In designing, implementing, and analyzing NARF's National Scope Survey of Supported Employment, the National Association of Rehabilitation Facilities has worked closely these past eighteen months with leaders in rehabilitation, including researchers, policy makers, providers, consumers, and advocates. Thoughtful consideration of the current need for more information has guided attention to minutia. The resultant document presents a glimpse from one moment in time, supported employment practices during 1987-88. NARF's current efforts with review of exemplary programs are confirming the evolving nature of supported employment which this report depicts. Yet this document, when compared to other current knowledge, even given the climate of rapid change, presents a consistent picture. This survey has captured the rapid expansion of supported employment, its barriers, and the strengths of various approaches in contrast to others.

Unlike other surveys, this survey also has reviewed supported employment in the context of other ongoing rehabilitation activities. For instance, some 76% of the survey respondents also were operating sheltered workshops in 1987.

A primary concern which has emerged from the survey data is the need for more technical expertise to assist facility executives and mid-level managers as they make the pervasive changes which supported employment sometimes necessitates. Another concern relates to transitional (school-to-work) services. A third major concern is long-term funding. The funding dilemma calls for better interagency cooperation and planning, the transitional issues demand shifts in program emphasis.

Dr. Christine Mason, Chief Investigator and Project Director, and NARF's Supported Employment staff have taken a step towards guiding improvement in rehabilitative service delivery with this document. Yet, much work remains. This work needs to be completed at local, state, and federal levels by groups working collaboratively for people with disabilities. This work also is being accomplished with one job coach advocating for one supported employee, one enclave supervisor improving productivity rates, one mobile work crew trainer improving integration.

From a system's perspective, supported employment requires multiple adaptations in costing, bidding, human resource development, and interagency agreements. From an individual perspective supported employment also presents needs for dedicated practices, beliefs in the value of the individual and the value of employment, and the need to work long and

hard to achieve increasingly better outcomes. From NARF's perspective, supported employment has opened the door to empowerment, not only through the emphasis on supported employment, but also because of the focus on achieving meaningful outcomes for all persons with disabilities. Individuals injured in adult life, individuals in work adjustment programs, and individuals undergoing intensive medical rehabilitation will all benefit from the supported employment movement. Why? One major reason is the invigorated efforts to work cooperatively with employers, to educate employers about disabilities, and to build business partnerships.

We invite you to use these data to strengthen your programs, to strengthen your service delivery practices, to strengthen your research and evaluation of program effectiveness, and above all, to strengthen your commitment to this era of civil rights for people with disabilities.

John A. Doyle
Executive Director

ACKNOWLEDGMENTS

Over the past eighteen months many persons have assisted with the completion of this project. I wish to thank Beth Atkinson who served as assistant director during this phase of our research and who completed many of the organizational tasks necessary to the success of such a major venture. Advisory council members spent untold hours reviewing questions, resolving differences, and facilitating accurate interpretations. The close work of members of the survey task force: Drs. Bill Kiernan, Michael Shafer, Chip Beziat, Dianne Greyerbiehl, Fred Menz, Bill Wolk, Bob Brabham, Jim Liljestrand, and Rob McDaniels is especially appreciated.

Thanks also needs to go to Joseph Owens, director of CSAVR and the individual state VR directors and supported employment specialists who encouraged responses to the survey. Charles Fetzer and Fetzer-Kraus Communications, Inc. provided the necessary knowledge of "survey" principles and recommended procedures as well as coordinating the nuts and bolts of data collection and organization. Secretarial assistance was provided by Carol Jasper, Krystal Sanders, and Traci Register. John Doyle, Jim Ansley, Michael Bainbridge, Charles Harles, Corrine Parver, and Carolyn Zollar from NARF's staff also provided valuable assistance in both the design and analysis phases of the projects. Jim Ansley's direction and supervision especially structured the project to be a major resource to rehabilitation facilities.

The access to related data and developments in the field which staff at Rehabilitation Services Administration, particularly Fred Isbister, the Supported Employment Specialist, and Dr. David Mank of the University of Oregon and Director of the 27 State Model Demonstration Program Network, have provided have enabled us to place these data "in context." Editorial assistance from Bill Wolk, Gary Cook, Del Wisecarver, Karen Wolf-Branigin, Mike Shafer, David Mank, Kathy Frye, and Woody Van Valkenburgh was invaluable. And of course, thanks to each individual respondent who took the time to complete the lengthy, eight-page questionnaire.

While we have chosen to the present the data in a format which emphasizes NARF's reading of the implications of many specific data, these implications statements also have been shaped by reviewer's comments and other current data bases. The format should allow readers to view the data and decide for themselves whether they agree or disagree with NARF's interpretations.

For those interested in more detail a limited number of copies of the full report, including 60 tables with 20 crosstabs, are also available.

Christine Y. Mason, Ph.D.
Project Director

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EXECUTIVE SUMMARY

The National Association of Rehabilitation Facilities was awarded a grant from the Office of Special Education and Rehabilitative Services to complete a National Scope Supported Employment Demonstration Project as authorized in 1986 under Title III, Part B, Special Projects Section 311 of Public Law 506 Admendments to the Rehabilitation Act of 1973. The major goal for the first year of the project was to survey supported employment providers to define approaches used, impediments, and best practices.

The project started with a census of some 6,532 potential supported employment providers. This report contains the results of an in-depth survey of 2,034 organizations who had indicated in response to the census that they were either providing or planning to provide supported employment.

The original survey was mailed in June, 1988 with a second mailing in July. A 44% response rate was obtained by August 1988. Of those respondents, some 605 organizations included sufficient data to be ananlyzed more thoroughly.

Results from the survey respondents included a large response from the Midwest region with some 34% of the respondents from that area. Vocational rehabilitation facilities and developmental centers were the primary providers of supported employment services, supplying collectively some 81% of the supported employment services. Most individuals served had mild to moderate retardation; however, almost 44% of organizations reported serving individuals with severe retardation in supported employment. About one-third of the respondents served individuals with chronic mental illness.

Organizations averaged 21 supported employees as of January 1987, with a x4 increase in supported employees occurring on the average during that year. Of the 890 total respondents (including those with too few data for thorough analysis), 77% of the organizations reported using the individual placement model as defined by the federal criteria, 60% used the mobile work crew model; and 50% used enclaves. Only 17% of the respondents used an entrepreneurial approach.

Multiple programs were operated by many respondents, with the largest single approach (26%) involving only the individual placement model. The most frequently reported combination (reported by 27%) included use of the individual placement and either the mobile work crew or enclave approach. Another 16% used individual placement and enclave and mobile work crew models. Seventy-six percent of the respondents reported operating a sheltered employment program.

The average wage reported was $3.34. Almost one-half of the

organizations reported using special minimum wage certificates issued by DOL with 61% of their employees; however, some 493 organizations (81%) reported that an average of 73% of their supported employees received salaries within the normal range for nonhandicapped employees engaged in the same type of work. This apparent overlap in figures most likely reflects the very high percentage (95% median) receiving normal range wages for a vast majority of the organizations and the inclusion of some organizations operating mainly with DOL certificates.

In regard to entitlements, little reduction in use of Section 1619 (a) or (b), or medicaid/medicare was reported once individuals became employed under supported employment.

Population size, unemployment rate, region, size of staff, and accreditation appear to be related to supported employment outcomes. The job coach (individual placement) model was reported to be the most cost effective as well as the most difficult to administer. Organizations averaged five job coaches, average salaries ranging from $14,000 to $16,300, and averaged turnover rates of .28 to 3 times annually, dependent upon organizational size, with smaller agencies reporting much greater turnover.

Smaller organizations received both proportionately more outside referrals and more referrals from school systems, with larger agencies reporting the greatest increases in referrals. Over one-half of the agencies reported receiving about fifty percent of their current referrals from sheltered programs; slightly less than one-half the agencies received half of their referrals from work activity programs.

Long-term funding and uncertainty/instability of funding were overwhelmingly rated the major impediments to supported employment, with MR/DD, VR, and MH agencies the major long-term funding sources.

Significant implications from the study include the need to continue to monitor and more thoroughly analyze cost effectiveness; the need in some instances to reduce job coach turnover rates, or at least to insure that turnover does not adversely affect either employment outcomes or cost effectiveness; the need to address more adequately transition from secondary schools; and the need to attend more to benefits and quality of life issues.

Supported employment is expanding rapidly. This expansion is predicted to continue. Since established rehabilitation programs are the primary providers of supported employment, the next few years should focus on the concerns of these providers and the issues they must face as they continue expansion into community-based employment, including supported employment.

NARF'S NATIONAL SCOPE SUPPORTED EMPLOYMENT SURVEY AND POLICY IMPLICATIONS

I. INTRODUCTION

"Supported employment is a natural extension of a commitment at the federal, state, and local levels to making full, productive lives possible for people with severe disabilities." (Wieck, 1988). As part of the community integration movement, supported employment activities have led to increased wages, hours, and level of integration for persons with severe disabilities (Wehman & Moon, 1988).

Historically, community-based facilities have provided competitive employment opportunities for handicapped employees in integrated settings with training support (Ansley, Lapadakis, & Lowitt, 1981; Campbell, 1985, 1988). Most recently, however, supported employment has become a primary form of rehabilitation training and employment with the completion of demonstration projects, the wide dissemination of research results (Bellamy, Horner, & Inman, 1979; Kiernan & Stark, 1986; Rusch, 1986; Wehman, Kregel, Shafer, & Hill, 1987), and the authorization for funding of special projects and demonstrations for providing vocational rehabilitation services to severely handicapped individuals (34 CFR 373, 1984; the Developmental Disabilities Act of 1984 [P.L. 98-527], and the Rehabilitation Act of 1986, [P.L. 99-506, Sec. 7 (18) A and B]).

In 1986, 12.4 million persons, or approximately two-thirds of the population of persons with disabilities between the ages of 16 and 64, were not working (Harris, 1987). Only one in four worked full-time and another 10% worked part-time. Furthermore, 62% of the persons with disabilities in the same age range were not in the labor force; that is, not only were they not working, but they had given up actively looking. Others also have reported high unemployment rates: 88% (Wehman, Kregel, & Seyfrath, 1985) and 58% (Hasazi, Gordon, & Roe, 1985).

For special disability groups the following are reported: 1) chronic health conditions: 17.4 million persons between the ages of 18-69, with sharp increases with age (LaPlante, 1988); 2) traumatic brain injury: an estimated 1 - 1.8 million cases with nearly 400,000 new cases annually (Kalisky, Morrison, Meyers, & Von Laufen, 1985); and 3) mental illness: 29 million Americans, 19% of the population over 18, with psychiatric disorders ranging from anxiety to schizophrenia and 38 million predicted to benefit from rehabilitation services ("New Directions", 1988). Adding to these employment concerns are the 250,000 students with disabilities who graduate from special education programs each year (Will, 1985).

In a "National Employment Survey for Adults with Developmental Disabilities" (Kiernan, McGaughey, & Schalock, 1986), more than 2,000 community-based rehabilitation facilities were surveyed concerning the placement and employment status of the persons served by those facilities. The 1,028 respondents stated that of 122,000 clients, more than 22,500 (21%) were placed into transitional, supported, or competitive employment. Competitive placements increased and transitional and supported employment placements were reported for the first time. At the same time, a wider variety of placement environments are available to people with disabilities.

Recent results of a follow-up national survey also conducted by Kiernan, McGaughey, Schalock, and Rowland (1988) indicated that facility size, types of employment, and age and IQ of clients affect wages, placement, and job retention. Younger people and less disabled individuals have an advantage over older persons. The smallest facilities (staff of 1-25) placed proportionately more individuals into supported and competitive employment.

In a preliminary report, Wehman, Kregel, and Shafer (1989), analyzed compliance with the 1983 Amendments to Title VI-C of the Rehabilitation Act and the status of supported employment for the 27 model demonstration states. Large variances in data sophistication and program monitoring were found among the states; hence, more uniform management information systems were urged. Furthermore, supported employment is being widely offered to mildly disabled people who "failed in the time limited system because they need more intensive vocational intervention." Wehman et al. concluded that while recent state initiatives are encouraging, since a major objective of supported employment is to enhance lives of persons with severe disabilities, greater effort to increase the use of supported employment with this group is needed.

While the need for supported employment and its advantages have been and continue to be well documented, effectively safeguarding the essential elements of supported employment as it is adopted and adapted in individual circumstances is an emerging need. The expanded use of supported employment is difficult to monitor due primarily to the rapidity with which the field is growing (D. Mank, personal communication, December, 1987).

During the initial phases, a small number of supported employment models have been promoted. The bulk of supported employment activities fall under these models, including the job coach (individual placement), enclave, entrepreneurial (small business), and mobile work crew models (Beziat, Chernish, Britt, & Greyerbiehl, 1986). Other models or variations, such as the benchwork (Bellamy, Rhodes, Mank, &

Albin, 1988), or clustered and dispersed enclave models (Rusch & Lagomarcino, 1988), also have been implemented. Despite differences in the approach, common to all the models is the use of supported services, competitive employment, and integrated settings.

As supported employment placements increase, modifications in initial practices will continue to occur to accommodate the needs of individual agencies and circumstances. Some modifications will result in better practices and outcomes for employees with disabilities; however, others may reduce or limit the effectiveness of the initial models.

Previous studies (Kiernan & Ciborowski, 1985; Kiernan et al. 1986) have identified outcomes for employees under supported, transitional, sheltered, and competitive employment. Such factors as hours worked, wages earned, and degree of integration (as measured by ratios of employees without disabilities to employees with disabilities), have been reported from these studies. Other studies (California Department of Rehabilitation, 1988; St. Louis, Richter, Griffin, & Struxness, 1987; State of Connecticut, 1988; Wilson & Brodsky, 1987) also have reported similar outcomes for individual states or regions.

These studies have provided a basic understanding of the extent of supported employment and its advantages. Other lines of inquiry (Hill, 1989; Noble & Conley, 1987; Rusch, Chadsey-Rush, & Johnson, in press; Thornton, Dunstan, & Matton, 1989) also have contributed to the supported employment data base through their examination of costs to taxpayers and society.

Research findings also have identified the conditions inhibiting the use and expansion of supported employment. Some of these are: uncertainty and instability of funding; lack of parental, employee, board of director, employer or program administrator understanding support; and lack of trained personnel and the concomitant staff turnover (Gold, 1975; Pomerantz & Marholin, 1977; Rusch, 1986; Rusch, Trach, Winking, Tines, & Johnson, 1989). An analysis of 300 completed questionnaires from a survey of the National Industries for the Severely Handicapped (NISH), Goodwill Industries of America, and independent nominations from state and other agencies (Whitehead, 1988) resulted in the conclusion that "three items -- threat of operating revenue loss, protection of investment in building and equipment, and uncertainty and instability in funding" were substantial obstacles to the development of integrated employment (p. 8).

As supported employment continues to be implemented, the barriers as well as the approaches also change due both to the evolution of the concept and to the differences in barriers which occur at various stages of concept development

(Schalock, 1987). In response to the 1986 amendments to the Rehabilitation Act of 1973, the National Association of Rehabilitation Facility's National Supported Employment Survey was developed to identify these changes, including characteristics of current and potential providers of supported employment as well as procedures for promoting its effective use and removing barriers.

NARF's Supported Employment Project was designed to create a data base of current and potential providers of supported employment. More specifically, the NARF Supported Employment project was to provide information on organizational structure, administrative changes, staffing patterns, costs to providers, and supported employment models. Finally, the project was designed to gain an improved understanding of the evolvement of supported employment in the context of other ongoing activities.

To achieve this end, NARF developed and implemented a two stage national survey process. The first stage involved a census of current and potential supported employment providers. The second stage involved the distribution of an in-depth survey to census respondents.

II. METHOD

Sample Selection

In the first three months of 1988, the National Association of Rehabilitation Facilities conducted a census of 6,532 organizations. The purpose of the census was to identify organizations currently providing or planning to provide supported employment. The mailing was compiled from NARF's rehabilitation industry mailing lists and mailing lists contributed by the leading academic researchers of supported employment. Specifically, these included:

- NARF's membership list and list of potential members;
- CARF accredited facilities;
- additional agencies from Kiernan's 1987 mailing list;
- selected individuals from Virginia Commonwealth University's mailing list including:

o University R&T Centers
o University Rehabilitation Programs
o Schools for persons who are blind or deaf
o State vocational rehabilitation projects
o 27-state model demonstration projects
o community based facilities
o rehabilitation facilities
o developmental centers
o supported employment vendors
o Easter Seals
o United Cerebral Palsy Centers
o Societies and organizations serving individuals with autism
o Regional resource centers
o ARC executive directors
o Residential service providers.

Excluded were agencies serving children only, schools, learning centers, other governmental agencies, and transition programs.

The census response totaled more than 2,700 organizations (an overall response rate of 41%). Among the respondents, 2,034 organizations (with a 61% response rate for a control sample of 500 and similar patterns of responding for the control and overall samples) were either providing supported employment services or planning to do so in the near future.

Survey Process

Each of the 2,034 current and potential supported employment providers received, as a follow-up to the census, a comprehensive eight-page questionnaire in June 1988. Organizations not responding to the first questionnaire received another copy in July. By August 31, 890 organizations (a 44% response rate) had returned the questionnaire.

Of the 890 organizations who had returned the questionnaire by August 31, 232 indicated that their activity did not meet the criteria for participation in the survey. Another 53 responses were from organizations whose programs were too new to provide the requested information or who provided insufficient information for analysis. The remaining 605 responses are the subject of this report.

The objective of the census was to identify all activities respondents designated as supported employment (both group and individual models). The census questionnaire did not operationally define supported employment or cite the statutory requirements to qualify as a provider of supported employment. Hence, any respondent who had checked a category connoting supported employment was included in the subsequent survey.

The survey questionnaire, on the other hand, cited the statutory definition of supported employment from Section 7 of the 1986 Amendments (PL-506) to the Rehabilitation Act of 1973 and provided a brief operational definition for each of four major supported employment models. The questionnaire stated that only programs meeting the statutory requirements for supported employment were being surveyed. A copy of this questionnaire is appended to this report. (See Appendix A).

III. RESULTS: OVERVIEW

The objectives of NARF's survey of providers included identifying who is doing supported employment and where, under what local conditions, and with what type of clients. For this summary report, questionnaire responses were evaluated according to six major categories: region, staff, accreditation, area population, unemployment rate, and type of disability.

Respondents were asked for the exact number of current full-time staff, including supported employment staff. Responses were categorized into four size groups. Four accreditation/certification categories also were listed in the survey; respondents were asked to check all that applied or to check "not accredited or certified." Additionally, the questionnaire also asked providers to identify the population of the geographic area in which they operated supported employment programs (eight options were provided). Responses were collapsed into two categories: populations of 50,000 or less and populations of more than 50,000.

Similar procedures were used to gather data and analyze responses for unemployment and type of disability. Initially, respondents identified the unemployment rate according to six categories; for analysis this was collapsed into 9% or less and more than 9%. Disabilities initially were listed according to 11 categories. For this report, four groups of supported employment providers were targeted for analysis based on the percent of individuals served with primary diagnoses of mild, moderate, or severe retardation and the percent with primary diagnoses of traumatic brain injury and chronic mental illness. The groups were defined by the upper quartile of respondents reporting the highest numbers of supported employees with each of these disabilities.

The first group, 223 organizations, reported that 60-100% of the individuals served were functioning at the level of mild to moderate mental retardation. The second group includes 67 organizations for whom 34-100% of their supported employees were identified as functioning at the level of severe mental retardation. A third group of 21 organizations reported that 11-100% of their supported employees were traumatically brain injured. The fourth group, 56 organizations, reported that 31-100% of their supported employees were diagnosed as chronically mentally ill. Table 1 provides a brief overview of these results.

TABLE 1
SUMMARY TABLE

Category	Number	Percent of Total Responding
TOTAL	605	(100)
REGION *		
Northeast	141	(23)
Southeast	127	(21)
Midwest	208	(34)
West	129	(21)
STAFF		
1-16	151	(25)
17-35	178	(29)
36-65	98	(16)
66 or more	131	(22)
No response	47	(8)
ACCREDITED/CERTIFIED		
Yes	516	(85)
No/No response	89	(15)
AREA POPULATION		
50,000 or less	197	(33)
More than 50,000	399	(66)
No response	9	(1)
PERCENT AREA UNEMPLOYMENT		
1%-9%	464	(33)
More than 9%	115	(19)
No response	26	(4)
TYPE OF DISABILITY (by upper quartile)		
Mild/moderate retardation	223	(37)
Severe retardation	67	(19)
Traumatic brain-injured	21	(3)
Chronically mentally ill	56	(9)

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* **Northeast** coincides with U.S. census regions 1 and 2, the New England states through Delaware. **Southeast** coincides with census regions 3 and 4, Maryland through Florida, Alabama, Mississippi, and Tennessee. **Midwest** coincides with census regions 5-7, all of the Midwestern and plains states. **West** coincides with census regions 8 and 9, the mountain states, West coast, Alaska, and Hawaii.

SUPPORTED EMPLOYMENT IN CONTEXT

In reviewing the following results and implications please keep in mind that the results are from a survey which asked for opinions, judgments, and best estimates, and that varying response levels to questions also influenced the weight to be placed on particular data. Our approach has been to focus on data which appear to be better substantiated by the number of respondents. However, some implications are drawn from the correspondence between demographic characteristics and data, realizing that other factors also could be influencing that correspondence.

IV. RESULTS: AGENCIES PROVIDING SUPPORTED EMPLOYMENT

Vocational rehabilitation facilities and developmental centers, the two current major organizational types of supported employment providers, supply 50% and 31%, respectively, of existing supported employment services according to survey respondents. Vocational rehabilitation facilities and developmental facilities are very similar and often provide the same services. Although impossible to generalize, sometimes developmental centers might provide assessment of work readiness and social skills levels with no carry over to work placement. However, many vocational rehabilitation facilities provide the same assessments. Developmental centers also may carry a component for child or residential services, whereas vocational rehabilitation facilities usually do not.

Among the 16 types of organizations represented by the respondents, 80% of the supported employment programs are being operated by vocational rehabilitation facilities and developmental centers. Another 10% of the programs are divided among mental health/mental retardation social services providers and outpatient rehabilitation facilities. Most of these providers, over 80%, are either state certified or accredited, with the Commission on Accreditation of Rehabilitation Facilities (CARF) being the primary accrediting agency.

Almost 60% of the vocational rehabilitation facilities responding to the survey have 17-65 full-time staff, and 50-60% are located in areas outside the Southeast or in areas with populations greater than 50,000. By comparison, developmental centers predominate in the Southeast where 46% are located, and 43% are found in population areas of 50,000 or less. Developmental centers tend to serve relatively more supported employees with severe mental retardation.

Most providers of supported employment reported that in 1987 their services included a sheltered employment program (76%), a program to place clients in competitive employment (80%), and a program of integrated employment with ongoing support (81%).

Among the rehabilitation service providers, 75% of the organizations offered job coaching and 65% offered competitive employment without supports. Almost 60% operated mobile work crews and half operated enclaves.

Approximately 500 organizations responded to the series of job coaching questions, 265 to the mobile work crew questions, 240 to the enclave questions, and 60 to a set of questions covering the entrepreneurial model.

Age of Organizations

Half of the 554 organizations reporting their first year of operations began operating in 1970 or earlier. Half of the 124 largest organizations began operations in 1964 or earlier, whereas half of the 135 smallest organizations began operations in 1976 or later.

Age of Supported Employment Services

Most supported employment programs are relatively new, with a median start up year of 1986 reported by respondents and a median start up year of 1987 for nonaccredited programs. Other than the difference for nonaccredited programs, all other factors analyzed (region, population, size of organization, unemployment rate, and type of disability served) resulted in a median response of "1986" as the start up year.

Implications:

The primary providers of supported employment are the staff of rehabilitation programs. These programs have formed the nucleus of vocational services since the late sixties and early seventies. However, for most respondents, supported employment is a new program, with only one and a half to two years experience being reported at the time of the survey.

The importance of these data are that they unequivocally demonstrate the need to address the issues and concerns of established rehabilitation programs. Technical assistance which is geared specifically to these programs also should address other ongoing programs; i.e., supported employment must be implemented in the context of ongoing services with adequate consideration of the complexity of shifting resources.

Budgets

Overall Agency Budgets

Annual budgets of $1-$3+ million a year are representative of 37% of the 605 survey respondents, and annual budgets of $250,000 or less account for 22% of the respondents.

TABLE 2
BUDGETS

Range	Responses	(Percent)
Less than $100,000	55	(9)
$100,000 to $250,000	80	(13)
$251,000 to $500,000	93	(15)
$501,000 to $1,000,000	117	(19)
$1,000,001 to $3,000,000	156	(26)
More than $3,000,000	90	(15)
No response	14	(2)

See also Figure 1

Supported Employment Budgets

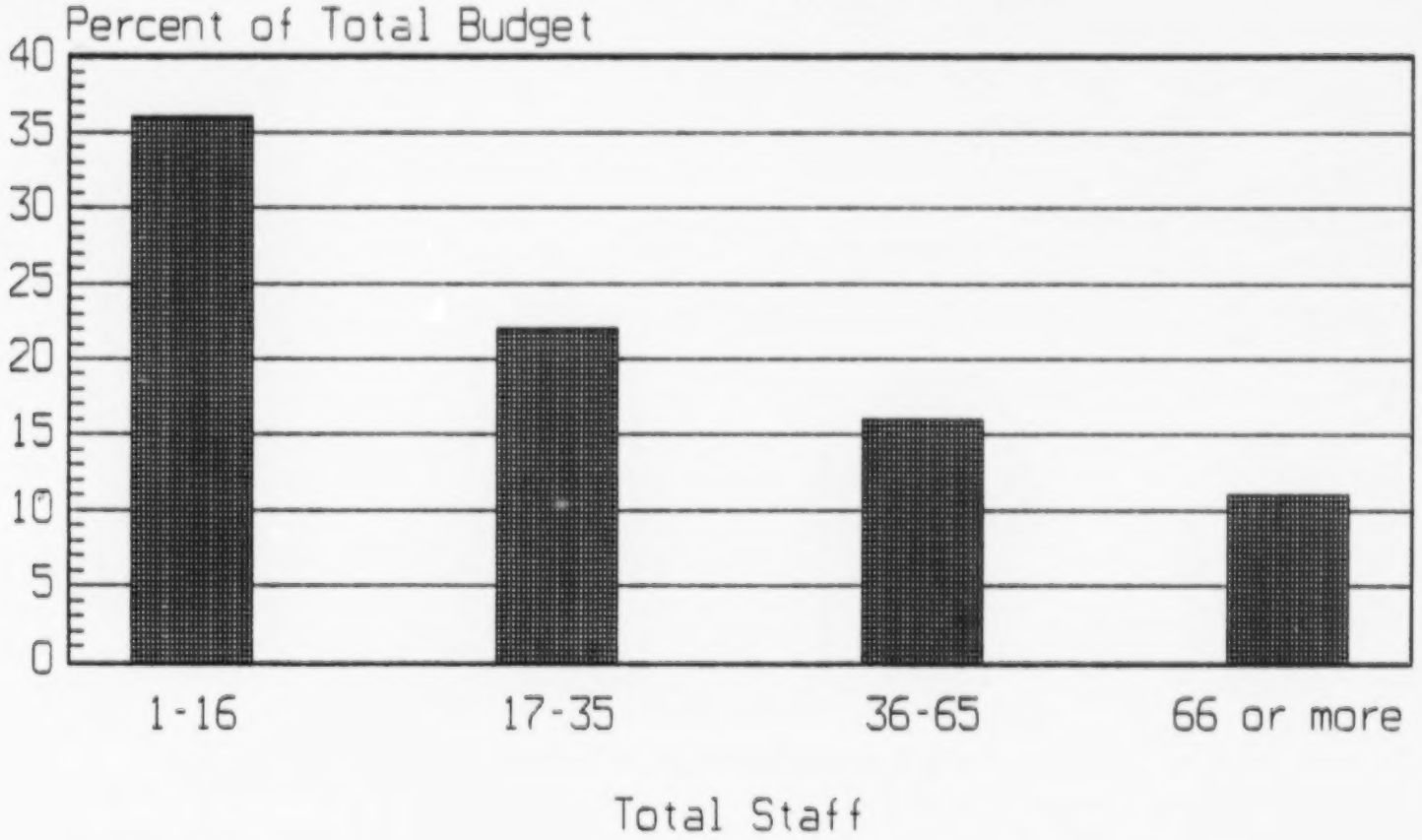
Twenty-seven percent of the budgets of agencies serving individuals with severe mental retardation were allocated to supported employment, compared to 15% of the budgets for agencies serving persons with chronic mental illness and 20% each for agencies serving persons with mild mental retardation and traumatic brain injuries. Agencies without certification committed 35% of their budgets on the average compared to 20% for certified programs.

Budget allocations varied considerably between small and large organizations. (Differences between budget allocations for supported employment of large and small organizations, $t(280) = 4.19$, $p < .01$.)

Implications:

Commitment to supported employment can be gauged in many ways. One possible measure is the percentage of budget allocated to supported employment. Do agencies which demonstrate a greater involvement assist supported employees to achieve better outcomes? The data from our study as well as data from Kiernan, et al. (1988) show that smaller agencies tend to get better outcomes; i.e., better wages, hours, benefits, and integration (see the next chapter). Therefore, larger agencies need to carefully examine their practices in comparison to smaller agencies. Alternatives may include: 1) downsizing; 2) operating with smaller, more autonomous units; 3) identifying other factors associated with smaller agencies which may account for the differences and making the necessary program modifications; and 4) identifying other procedures to obtain outcomes which are at least as good as those achieved by smaller agencies.

Figure 1
Supported Employment Budget as Percent
of Total Organization Budget



One component may involve examining more carefully the results of JWO'D contracts. Higher average wages are often obtained (average $4.60, NISH Newsletter, April 1989) than for supported employees (NARF salary average: $3.34). The next step would then involve a review of the other factors such as integration and overall "enhanced status or satisfaction with life." However, where supported employment per se is implemented it remains important to structure the process so that the individual supported employee obtains the best possible wages, benefits, integration, and enhanced status. Completion of NARF's review of exemplary practices and programs during 1989 should provide further information to assist rehabilitation programs in this regard.

Accreditation/Certification

Fifty-four percent of the largest organizations have CARF accreditation and 47% have state certification. Of both types of accreditation, the Western organizations carry 60%, the highest percentage, of CARF certificates whereas Southeastern organizations carry only 22%, the lowest amount. Southeastern organizations, however, carry 57% of state certificates. Fifteen (71%) of the 21 organizations supporting individuals with traumatic brain injuries in employment have CARF accreditation.

Implications:

Changes in accreditation standards are being made (CARF, 1989) and the revisions could change the overall relationships of accreditation to program outcomes. At the current time, it appears that accreditation does not provide assurance of more positive outcomes for persons with disabilities. It also will be advisable to conduct other measures of the relationship between accreditation and outcomes once the new standards are in place.

Region

The Midwestern region contained the highest percentage of supported employment providers of all the four identified regions (see summary table at beginning of this section for a description of these regions). Organizations from the Northeast and Midwest have significantly more clients (186 and 172) than organizations reporting from the West (97).

Area Population and Employment

Forty percent of the Midwestern and Western providers operated in areas of 25,000 or less population. Another 25% reported unemployment rates of 6.0 - 9.0%. Unemployment rates in 1987 were 6% or less for slightly more than half

(52%) of the 605 organizations reporting. For another 223 organizations (37%), unemployment rates were 6.1% to 12%.

Organizations located in areas with populations of more than 50,000 served on the average more than twice as many clients (186) as organizations located in areas of 50,000 or less population (72).

Organizations located in areas with 50,000 or less population reported higher 1987 unemployment rates than organizations located in more populous areas. In these less populated areas, the unemployment rate also was more likely to vary seasonally by 5% or more.

Implications:

Region, area population, and unemployment do affect supported employment outcomes. The most critical caveat from this review is the reminder to examine supported employment in light of a local "community-based referent". Standard of living and cost of living are interrelated, with standard of living not necessarily decreasing as cost of living decreases or vice versa. Supported employment in rural areas or areas of high unemployment should not be judged as unsatisfactory on the basis of lower wages or lower hours worked, if, as is often the case, the typical worker in that same area also is affected by such factors. Additionally, economic development and the creation of jobs for people with disabilities appears to be viable in many rural areas and should be considered as an option to more traditional services (Verstegen, 1989).

Referrals

The majority of client referrals by outside agencies are channeled to the largest organizations for evaluation, involvement in sheltered employment and work activity programs, or pre-employment training. The smallest organizations received relatively few referrals from outside agencies for general programs, but they received disproportionately more outside referrals for supported employment programs. Among all organizations in all geographic areas, referrals for supported employment increased from 1986 to 1987.

General Referrals

Among the 151 smallest organizations, about 40% reported referrals for evaluation with 36% receiving referrals for sheltered employment and work activity programs. The average number of referrals for evaluation was 27. For sheltered employment or work activity, the average number of referrals was 12.

Among the largest organizations, 53% (70 of 131) received referrals for evaluation and 47% received referrals for sheltered employment or work activity. The average number of referrals for evaluation was 67; however, as many as half of the organizations had received 83 or more referrals. For sheltered employment or work activities, the average was 38 referrals. Decreases of referrals for evaluation, sheltered employment, and day activity were reported by 35-40% of these agencies.

Supported Employment Referrals

Of the 131 smallest organizations, slightly more than 50% processed an average of 19 referrals from outside agencies. Only 40% of the 166 largest organizations, however, received an average of 29 referrals from outside agencies.

Larger organizations are reporting greater increases in supported employment referrals than are smaller organizations. The smallest organizations reported a 48% increase compared to a 57% increase for the largest, a 60% increase for organizations with 17-35 staff, and a 49% increase for agencies with 36-65 staff.

Sources of Referrals to Supported Employment

Long-term sheltered programs, work activity programs, and schools were the primary sources of referrals for supported employment programs. Of the 605 organizations in the survey, 355 obtained an average of 53% of their supported employees from long-term sheltered programs. For 296 providers, an average of 49% of supported employees transferred from work activity programs. For 293 organizations, an average of 24% of their referrals are obtained from schools, a significant source of referrals for smaller organizations.

Implications:

Certainly more and more schools are becoming involved with transitional community employment programs. Statistics for special education students who leave school point to the need for greater in-school training for employment. Wagner (1988), from a study of 8,000 special education students, reported that only 29% find full-time work, with 17% working part-time after being out of school more than one year. Hasazi, et al. (1985) also have reported that the likelihood of being employed after leaving high school is higher for students who gain work experience while in high school, thus further substantiating the validity of work experiences for youth.

Already differences in school to community rehabilitation provider referral patterns are being detected with greater referrals to smaller agencies. Agencies establishing working relationships with schools may, therefore, be in a better position to remain involved in the intensive training phases of supported employment.

The continued and expanded involvement of schools in transition programs has serious implications not only for rehabilitation workloads, but also for the role of rehabilitation providers. As more students leave high school with supported employment experience as a part of their vocational preparation, the focus of provider services will necessarily change. If schools are able to assist with supported employment, particularly with the job coach model, then the role of rehabilitation providers could change from the heavy involvement in "initial training" to the more minor role as follow-along support providers or brokers of support services.

Discussions with rehabilitation providers as well as school personnel and federal leaders indicate that the picture is far from rosy for schools with transition services. Schools need assistance in working with community employers and entering the "place and train" vocational arena. However, concerns over turf, personnel and administrative issues, and the predicted staff shortages for teachers as well as rehabilitation staff all suggest that pooling resources could be beneficial to all concerned. An effective model has not yet been established. This area is one of great potential for progressive rehabilitation agencies which are concerned about leadership and future directions and which are willing to engage in mutual problem solving with schools.

Also to be considered are those individuals on waiting lists or who are not being served. Some states have given priority status to students graduating from secondary schools. Will that trend continue and, if so, what are the implications for persons on waiting lists? Rehabilitation professionals from various agencies need to join together to find solutions that are fair and workable.

Types of Employment Services

Approximately one-third of census respondents operating enclaves (36%), individual placements (37%), and mobile work crews (38%) subsequently responded to the survey. A review of survey results, however, shows that not all of these providers met the statutory requirements for supported employment. That is, for the individual placement model, only 80% of the respondents furnished data which fit the survey criteria.

Multiple Programs

There were three configurations of supported employment activities among the 605 respondents. The first group of 157 organizations (26%), used only the individual placement model. A second group of 101 organizations (16%) offered individual placement, enclave, and mobile work crew experiences. The third group, 165 organizations (27%), operated either individual placements and mobile work crews (91) or individual placements and enclaves (74).

Number of Supported Employees Per Program Type

Of the 499 agencies using the individual placement model, 496 stated that an average of 69% of their placements are one employee per site. For 364 organizations, an average of 45% of the placements involved two or more supported employees per job coaching site. The average number of individual placements for agencies reporting was 11.

Agencies found placements and operated enclaves for an average of 18 supported employees (as reported by 229 organizations), entrepreneurial businesses for an average of 16 supported employees (according to 60 organizations), and mobile work crews for an average of 10 supported employees (as reported by 242 organizations). Mobile work crews and enclaves averaged five and six supported employees per site.

Number of Programs by Type per Organizations (Group Models)

Agencies with mobile work crews typically operated three work crews; agencies with enclaves also tended to operate three enclaves. Approximately 240-260 organizations reported using each of these approaches. Forty organizations reported an average of one organization-owned entrepreneurial job site and 19 reported one franchised site.

Implications:

Differences in staff composition and models of supported employment have implications for training approaches as well as directions of future expansion. Of particular interest are the organizations having greater numbers of employees with more severe retardation. These organizations are operating more enclaves and mobile work crews than are other organizations (see the next chapter). Is this because these organizations were already engaged in such activities (a likely possibility), or is it rather that the ongoing supervision arrangements as well as arrangements for use of subminimum wage certificates seem to work better for these groups? Or, perhaps, funding restrictions or initial costs have set the parameters for group placement. More definitive study of these issues is needed.

Staffing

Managers/Supervisors

Supported employment programs are being administered by an average of 1.8 FTE administrative supervisors and managers. Organizations with total staff ranging between 1-65 employ an average of 1.5 FTE supported employment managers/supervisors. Organizations numbering more than 66 full-time staff employ 2.0 FTE managers for supported employment programs.

Most of the organizations expanding their services to include supported employment also increased overall management staff. Among the 350 organizations fitting this category, the average increase in management staff was two managers/supervisors.

Marketing is normally a function of staff other than training or case management staff, although the job coach also markets the program for about a third of the programs. The job coach is most likely to market the program in smaller organizations. Job development in large organizations is more likely to be a function of staff other than the job coach.

Implications:

Cost efficiency and the best deployment of staff are vital concerns. For agencies with the necessary resources, placing emphasis on marketing and job development as well as employer relations makes good business sense. Identifying one person with the necessary skills and relying on that person also makes good sense in comparison to a frequent practice of expecting newly hired and trained job coaches to take on one additional task and exhibit the array of skills needed in yet another area.

Direct Training/Service Staff

The average number of direct training/service staff engaged in supported employment activities is five. As overall staff size increases, the average supported employment staff of the largest organizations (7.6 persons) more than doubled in comparison to that of the smallest organizations (3.6 persons). The average gradual increase in staff with the addition of supported employment was four.

Agencies tended to report similar numbers of job coaching staff. The number of staff appears not to be affected by population, total staff size, unemployment, or client characteristics.

Relatively more of the larger organizations reported mobile work crew and enclave staff. In 67 organizations having proportionately more supported employees with severe retardation, 52% operated enclaves compared to only 43% for the agencies having supported employees with mild to moderate mental retardation. Entrepreneurial staffing, as with job coaching, appears not to vary across population, client, or agency conditions.

Implications:

The whole issue of "adding staff" versus shifting resources needs to be carefully monitored with the development of an adequate rationale for proceeding one way versus the other. As supported employment continues to expand (see the next chapter), it will be even more critical to monitor staffing issues and attempt to locate the best procedures for serving persons in community integrated employment.

Job Coaching

The average number of direct service and administrative staff engaged in providing individual placement services was 3.8 FTE. Although this figure increases as organizational size increases, the majority of the job coaching programs were staffed by three or fewer people. The largest organizations have an average staff of 5.5 FTE. Certification and type of disability may be related to the number of job coaches, with an average of five job coaches reported for non-certified/ nonaccredited programs compared to two for certified ones, $t(486) = 2.79$, $p < .01$ and an average of five reported for organizations serving individuals with chronic mental illness and individuals located in the northeast, $t(231) = 2.65$, $p < .01$.

Initial on-the-job training is almost exclusively the responsibility of the job coach. Likewise, follow-along is the responsibility of the job coach in the majority of organizations. Relatively few organizations, about one in five smaller organizations and one in four larger organizations, reported the use of follow-along specialists.

Liaison with the employer is primarily the responsibility of the job coach; however, approximately one in four organizations assigns this responsibility to staff other than training or case management staff.

Liaison with the employee's family is a job coach responsibility in a majority of the organizations reporting a job coaching program; however, in approximately half of these organizations family liaison is the responsibility of the case manager/counseling team. Ancillary support services such as transportation and counseling also are performed by the job coach in a majority of organizations.

The job coach most commonly performs pre-employment training and job development in all sizes of organizations. In the majority of programs, case management is the responsibility of a case manager and/or counseling team. Only in about a third of the programs is case management the responsibility of the job coach.

Education, Experience and Compensation of Staff. Most organizations require four years of education beyond high school and two years of related experience for entry-level job coach positions and follow-along specialist positions. Job coaches working with individuals with severe mental retardation have the least education: three years post high school. Those working with individuals with traumatic brain injury have the most: five years of education.

The salary range for job coaches and follow-along specialists is narrow and comparable across all regions of the country. The current average annual salary of job coaches ranges from $14,000 to $16,300. The current average salary range of follow-along specialists is $15,800 to $18,100.

Job coach salaries and follow-along specialist salaries are approximately $1,000 and $1,500 higher per year, respectively, in the largest organizations compared with salaries in the smallest organizations. Job coach salaries also range from $13,140 to $15,380 when analyzed according to population areas; higher salaries correspond to areas with populations of more than $50,000, $t(471) = 7.28$, $p < .01$. Unemployment rates correspond similarly, with an average salary of $14,960 in areas of 1-9% unemployment and $13,410 in areas of more than 9% unemployment, $t(462) = 3.98$, $p < .01$.

Implications:

In comparison, Rusch, et al. (1989) reported that 58% of Illinois' agencies required bachelor's and 52% required one to two years related experience. Only 34% of the job coaches had received a bachelor's degree.

Reported job coach salaries for Illinois were similar and slightly lower than salaries for job coaches employed by NARF respondents, with a range of $12,648-$13,392 in Illinois. Turnover rate in Illinois was lower (47%), than the 60% reported in the NARF survey.

Of particular interest from NARF's survey is the seven per year turnover rate for non-certified or nonaccredited programs compared to the overall response of three per year and two per year for the largest organizations. It may be that smaller organizations (who also report the greatest turnover in the first three months and who also tend to be the non-certified or nonaccredited programs) are facing

some instability and difficulties in attracting and managing staff. It also may be that finding the right match of interests and willingness to work for little pay (smallest organizations tended to pay the least) involves more job tryouts with smaller organizations.

Salaries certainly need to be examined and possibilities for career ladders and other incentives for reducing staff turnover examined. Differentiated staffing may supply a partial answer. Perhaps the field needs to consider the specific qualifications a job coach should meet for a specific industry or local business. Some job coach situations may demand skills that vary significantly from others. If so, matching the "job coach" to the job may be crucial.

Turnover rates, as well as comments from employers, suggest that the quality of job coach services must be upgraded. NARF's perspective is that this is more than a training issue; that consideration of the job coach in the context of the organization, the locale, and the resources available is necessary. Technical assistance and better human resource development are needed. Additionally, consideration ought to be given to differences when agencies hire new staff as job coaches compared to transfer of existing staff. Issues may vary depending on which process is used.

Orientation, Training, and Compensation Practices

Approximately half of the organizations with individual placement programs indicated that their job coaches receive 16 or more hours of orientation before being assigned regular responsibilities. About a fourth of these organizations report that entry-level job coaches receive four to eight hours of orientation -- a day or less -- before assigned regular responsibilities.

On-the-job training by senior staff is the most frequently reported type of first-year training for job coaches. Approximately 70% of the organizations with job coach staff use this type of first-year training. A majority also use self-instructional materials and four to seven days of in-service training. The same training methods also are reported most often for follow-along specialists.

Most organizations give their job coaches and follow-along specialists a yearly pay increase. Relatively few organizations grant increases each six months or award incentive pay.

Job coaches typically work an average of 40 hours a week, both compensated and uncompensated time. About a third of the respondents pay overtime when more than 40 hours are worked in a week. More than a third report they grant compensatory time off for hours worked in excess of 40.

Mobile Work Crews

The 286 organizations with mobile work crews employed an average of three full-time equivalent staff. The average number of staff increased only slightly in the largest organizations to 4.2 FTE, suggesting that most of the mobile work crews are approximately the same size in small and large organizations alike.

Enclaves

Approximately 44% of survey respondents operated enclaves with an average of 4.3 FTE. Medium-sized organizations appear to have relatively more staff assisting with enclave activities. Half of the medium-sized organizations (total staff of 36-65 people) are staffed by four or more employees. In comparison, half of the largest organizations (total staff of 66+) employ only three or more persons.

Relatively more organizations having supported employees with severe retardation are operating enclaves and have more staff engaged in enclave activities. This may account for the relatively large enclave staffs among medium-sized organizations (5.1 staff are reported for 52% of the respondents serving individuals with severe disabilities). In comparison, few organizations with supported employees who are traumatically brain injured are operating enclaves (31% report an average of 1.7 staff).

Entrepreneurial Businesses

Ninety-two organizations engaging in entrepreneurial activities reported an average of four full-time equivalent staff.

Staff Tenure and Turnover in 1987. The turnover rate of job coaches averaged three per year for 1987. "Quit for a better job" was the most frequently reported reason for turnover of job coaches and follow-along specialists.

Half of the turnover among job coaches occurs between ten months and two years of service, especially among the largest organizations. Smaller organizations are more likely to lose a job coach in the first three months of service and also are more likely to keep a job coach longer than two years.

Certification/accreditation also may be related to turnover, with an average turnover of two job coaches/year for accredited versus seven/year for nonaccredited programs, $t(207) = 2.96$, $p < .01$. The lowest turnover rates were also associated with agencies employing 17-35 staff (two per year); highest were associated with agencies employing 1-16 staff (four per year).

Implications:

While much attention has been given to training, high turnover rates of job coaches support continued training efforts. These rates indicate that ongoing training programs should be offered at a frequency similar to the agency orientation provided for residential staff or facility personnel. However, because of the variety of responsibilities of job coaches as well as the decentralized administration and amount of job autonomy, it is questionable whether agency training packages can adequately cover the extensive content needed for thorough training.

In regard to salaries, adequate resolution of the discrepancy between salaries and responsibilities has not yet been achieved, and solutions which are satisfactory are yet to be proposed, let alone implemented. Additionally, more information must be compiled about the "better jobs" job coaches obtain as they leave supported employment programs. Is it work conditions, benefits, salary, or hours which form the nucleus of a better job? Answers to this question could assist in modification of positions and lengthen the retention period of job coaches.

Managing Supported Employment

Funding Sources

State and Federal Funding

Vocational rehabilitation agencies (68%), the Job Training Partnership Act (24%), and MR/DD agencies (23%) are the three most important short-term funding (see Glossary) sources for supported employment. OSERS/RSA grants were a source of short-term funding for only 15% of the respondents. MR/DD (47%), VR (17%), and MH agencies (15%) are the major long-term funding sources.

Other Funding Sources

The only significant source of other funding is "internal operations." Internal funds are used primarily for long-term funding (according to 23% of the respondents) rather then short-term funding (12%).

Implications:

Funding is, and will continue to be, a major issue. Revisions in the Job Training Partnership Act, possibilities for assistance through medicaid reform and provisions for employer support should provide a part of the needed resources. Greater collaboration among state agencies and further allocation of monies for demonstration projects also should be valuable.

Recent statistics on the use of JTPA reveal that of the 446,252 adults served, 8.6% were disabled, with percentages of adults with disabilities served ranging from 3.7% in Louisiana to 24.7% in New Hampshire. In 1985, the percentage of adults with disabilities served was 8.5% (NARF, 1988c). Such data support possibilities for expanded use of this resource, at least in states which currently report comparatively low usage.

When anticipating funding needs the following should be considered:

1) Evidence of decreased costs using the individual placement model over time (Hill, 1989; Rusch et al., in press).

2) Acknowledgment of the likelihood and need to make available to the individual multiple job experiences.

3) The likelihood of business acumen improving with greater experience and the concurrent revisions in state costing practices.

4) The need to involve more persons with severe disabilities and the likelihood of that being more costly.

5) The opportunities for employer support and funding.

6) The probability that training needs will change with greater secondary school involvement in transitional training.

7) The expanding needs and awareness of needs of individuals with traumatic brain injury and long term mental illness.

Several states are addressing long-term funding needs by writing goal statements into state interagency coordination documents, including documents provided by such agencies as governor's planning councils. Others are investigating employer funding or contribution towards long-term support. A third activity is the effort by many task forces such as the "Supported Employment Panel of Experts" (Isbister, 1989).

In May 1988, another subcommittee addressed long-term funding during a supported employment conference held in Williamsburg, Virginia. The recommendations of the subcommittee were subsequently published in Supported Employment Implementations Issues (Barcus, Griffin, Mank, Rhodes, & Moon, 1988) and include:

1) To develop a formalized relationship with the state developmental disabilities/mental retardation (DD/MR) agency and mental health (MH) agency directors.

2) For OSERS (Office of Special Education and Rehabilitation Services) to identify examples from across the country of model usage of Job Training Partnership Act (JTPA) and SSA-PASS funds for supported employment long-term support.

3) For OSERS and ADD (Administration on Developmental Disabilities) to provide incentives to states for more accurate monitoring of client data.

4) For OSERS to explore ways in which businesses can help provide long-term support to their employees trained through supported employment programs.

5) For OSERS to fund projects to study a comparison of costs and benefits associated with Medicaid recipients receiving a supported employment service and those who are not.

6) For OSERS, in conjunction with the states, to seek an agreement with SSA (Social Security Administration) to pilot programs which would allow some of the SSI savings which result when SSI recipients work to be retained by the states.

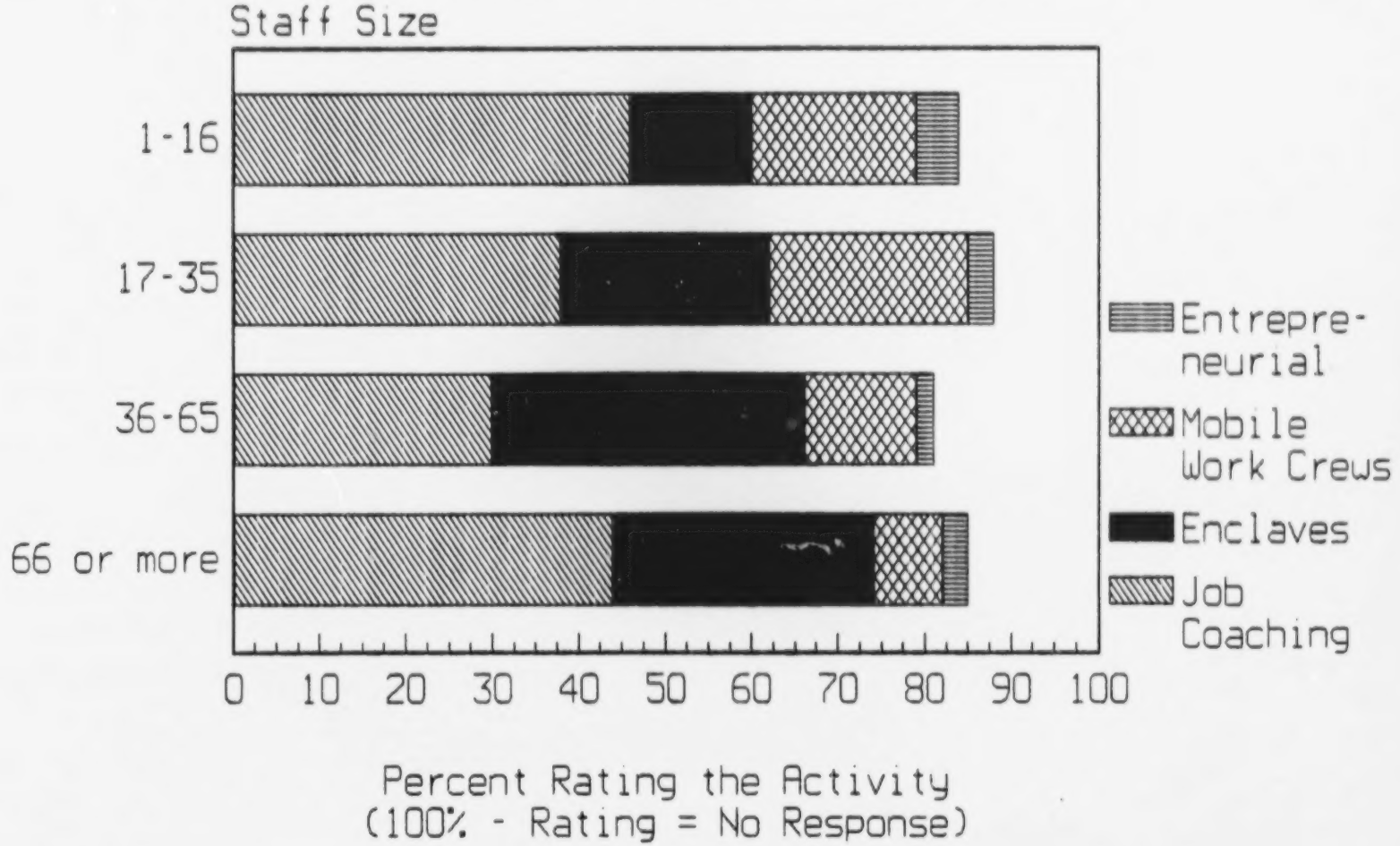
7) For OSERS and ADD to develop collaborative plans with other agencies to assure long-term funding. (pp. 112-115).

Costs

Table 3 includes average costs per type of model (excluding supported employee wages) and size of agency. Costs vary considerably among models: from $1,000 to $10,938. The lowest costs for both the job coach and enclave models occur for organizations with 1-35 staff. Mobile work crews costs are lowest for the smallest (1-16 staff) and largest (66+) organizations. (See also Figure 2).

Entrepreneurial costs are lowest for organizations with 1-16 staff or 35-66 staff. Overall costs per employee for the smallest organizations tend to be at least $2,000 less than for the largest organizations, with costs between the two

Figure 2
Which Activity is Most Cost Effective?



groups differing as much as $4,200. Larger organizations averaged their lowest costs with the enclave and mobile work crew models.

Implications:

In comparison, the following have been reported by Gettings and Katz (1988) from a phone survey of 50 state VR agencies in September 1986: Montana averaged costs of $3,196; Kentucky -- $3,500-4,000, and from other sources: California -- $4,400; Connecticut -- $9,116; Thornton, Dunstan & Miller (1989) -- $5,600. Wehman et al. reported the greatest cost variance for the job coach model, with costs ranging from $2,800 to $10,000 per supported employee.

Wehman et al., in comparison to the NARF study, showed lower base-level job coaching costs. Possibly more organizations in the 27 model demonstration states have engaged in the individual placement model for longer periods of time, thus reducing costs as supported employees transition to follow along services (for NARF respondents one-half began operations in 1986 or later).

The NARF survey respondents also reported a much lower percentage of persons with mild retardation being served by all models, including the job coach model, in comparison to other results. Elsewhere it has been noted that the individual placement model is more expensive for more severely disabled populations due to their need for more intensive and longer term supports (Hill, 1989).

Average Costs per Employee. Comparing the number of individuals served with each model and the average costs per model results in an average cost per employee of $5,573, according to data from NARF's survey respondents. If only respondents to the survey are considered and costs were to remain comparative, the approximately $81,890,000 currently spent on supported employment could increase to $286,615,000 by 1992 (assuming a x 3.5 increase). However, if the population of providers is currently about 2,000, then current costs are about $234,066,000 and anticipated costs by 1992 are about $819,231,000. In comparison, federal funding for supported employment in 1986 initially was approved at $9 million, with later appropriations reduced to $8.6 million. The 1988 budget of $26 million is also considerably less than current costs.

Cost Effectiveness

A slightly different question (than costs) involves perceived opinion of the most "cost effective programs". The term cost effective introduces the "benefits" side of the equation.

Table 3. Costs Per Type of Model and Size of Organizations

Model	Number SE* Per Agency	Costs/Employee
# of Staff / Job Coaching Costs	# of Employees	
1-16 / $50,000	7	$ 7,142
16-35 / 50,000	10	5,000
36-65 / 100,000	12	8,333
66+ / 250,000	16	10,938
# of Staff / Enclave / # SE Per Enclave / # Enclaves Per Agency / # SE Per Agency		
1-16 / $25,000 / 5 / 2 / 10		$2,500
16-35 / 50,000 / 6 / 3 / 18		2,777
36-65 / 100,000 / 6 / 4 / 24		4,166
66+ / 100,000 / 6 / 4 / 24		4,166
# of Staff / Mobile Work Crew / # SE Per MWC / # MWC Per Agency / # SE Per Agency		
1-16 / $10,000 / 5 / 2 / 10		$1,000
16-35 / 100,000 / 5 / 3 / 15		6,666
36-55 / 100,000 / 5 / 3 / 15		6,666
66+ / 50,000 / 5 / 3 / 15		3,333
# of Staff / Entrepreneurial	# of Employees	
1-16 / $100,000	22	$ 4,545
16-35 / 100,000	10	10,000
36-65 / 100,000	15	6,666
66+ / 175,000	20	8,750

* SE - Supported Employees

The individual placement (job coaching) approach was considered the most cost effective of the supported employment activities by 40% of the respondents. Additionally, job coaching in combination with either enclaves or mobile work crews was designated the most cost effective program mix by 44% of the respondents.

Implications:

Cost effectiveness also could be measured by comparing program costs to outcomes obtained. While the data in the next chapter support the general efficacy of the individual placement model, costs for that model at this stage of implementation tend to be higher than for the enclave or mobile work crew approaches. Ultimately, these high initial costs should be reduced as more supported employees receive follow-along rather than initial services.

Degree of Difficulty

The difficulty of administering supported employment does not appear to vary significantly among job coaching, enclaves, and mobile work crews. Job coaching, however, is the most difficult to administer according to 27% percent of the respondents in comparison to 14% and 16% for enclaves and mobile work crews, respectively. The entrepreneurial model is most difficult to manage according to 100 (18%) of the respondents.

Implications:

Job coaching represents a significant departure from traditional rehabilitation administration. With decentralized management and the need for autonomous individuals with good organizational skills, it is not surprising that the job coaching model is reported to be the most difficult to administer. Add to that the issues with staff selection, qualifications, and turnover and the complexity of the problem increases in geometric proportions.

Technical assistance is needed for rehabilitation administrators to understand and resolve the human resource development issues that accompany the individual placement model. Technical assistance could help administrators provide supports for job coaches, even with their uniquely autonomous status, to experience being a part of a peer group. Similarly, skills in staff selection as well as procedures for better training and elimination of the problems created by poorly trained staff are also needed.

Impediments

Inadequate funds in general and the uncertainty of new funding and/or instability of current funding are the biggest obstacles to supported employment. A scale of 1-5, with five being the most serious problem, "it could kill our program," was used to rate impediments. For 55% and 51% (combined figures for ratings "4" and "5" on list) of the respondents, respectively, these problems threaten the existence of their supported employment program. Transportation difficulties are a problem for 38% (combined rankings, "4" and "5") of the respondents.

Other serious obstacles are lack of available jobs, loss of SSI/SSDI benefits, and the threat of operating revenue loss from reduction of other activities, but none threaten the continued existence of supported employment programs. (See also Figure 3).

Implications:

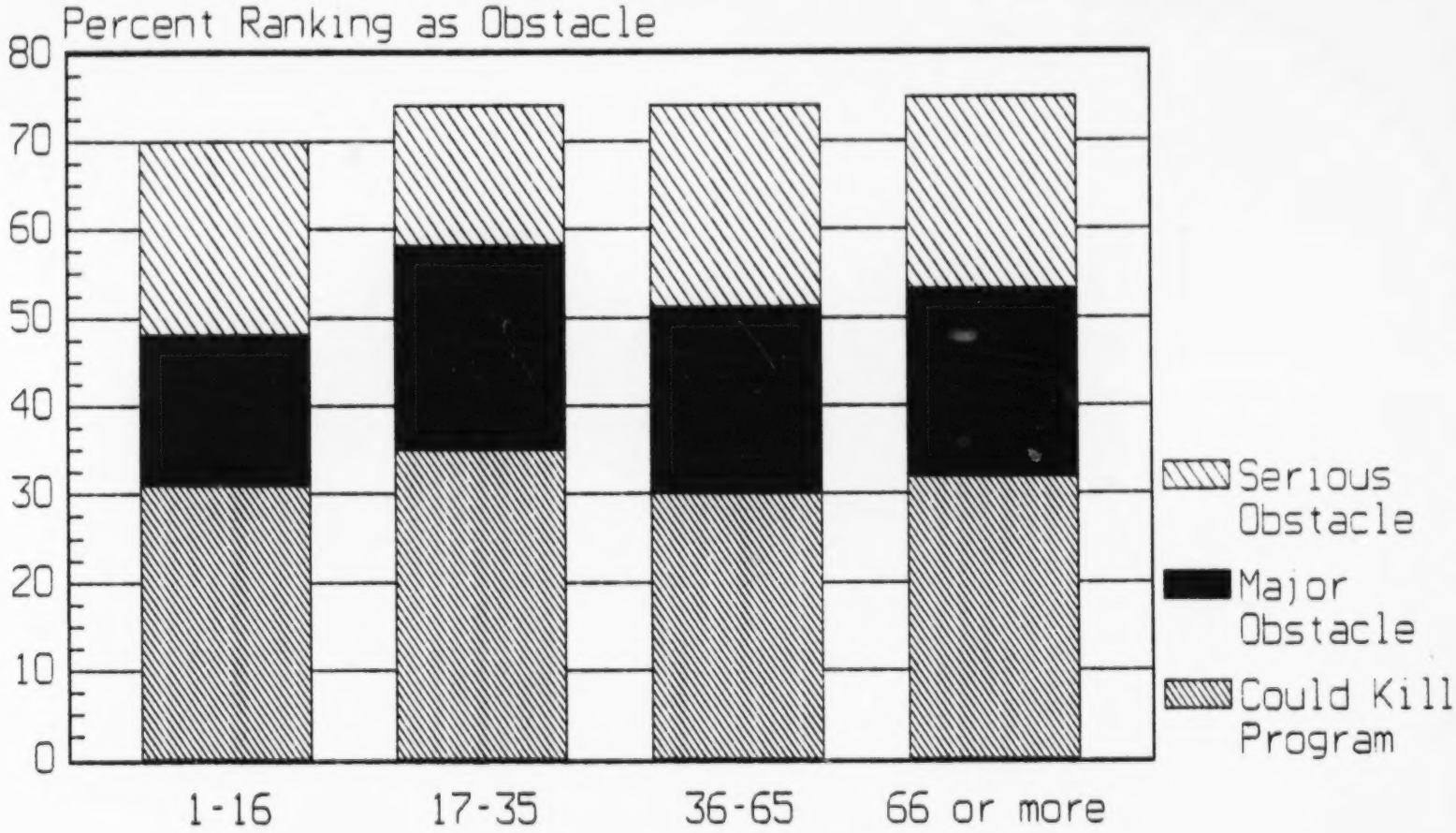
Many agencies currently are operating three to six enclaves and mobile work crews, with another 10-20 individuals served by the individual placement model. The typical staff ratio is 1:5, with some one to two supervisors added to manage supported employment. Under these conditions, the most cost effective model reported was the job coach model. It was also noted to be the most difficult to administer. Will agencies be able to enter an expansion phase utilizing the same management and resource allocation principles during expansion as during initial programming? Obviously trends need to be watched. The NARF review of exemplary programs should help to structure suggested practices for the field.

It is fairly evident that some downsizing of internal operations will occur as expansion of supported employment proceeds. However, other possibilities, such as forming for-profit subsidiaries with integrated workforces, are also probable. The most obvious conclusion is that technical assistance needs will be especially great during the next three to five years. The scope of the predicted change is such that careful guidance is needed to avoid errors which could have disastrous consequences for rehabilitation programs and supported employment alike.

Status of Sheltered Program Slots

Most providers of long-term sheltered workshops reported that, once vacated, sheltered program slots are usually filled within six months. Only 6% maintain that the sheltered employment slot is routinely eliminated. Another

Figure 3 Inadequate Funds in General



9% of the organizations indicated that the vacated slot is held for the supported employee in case he/she must return to work full-time or part-time in the sheltered program.

Implications:

The funds available to support rehabilitation services are not adequate to continue to fund dual supported employment/facility based programs at 1988 funding levels. While waiting lists are a concern and many states are taking steps to eliminate or reduce waiting lists, procedures which are most economical and which result in the best outcomes for persons with disabilities will shape practices. As more and more individuals from workshops enter into supported employment and demonstrate their competitive employability, greater funding will be necessary for that program. Facilities need to be aware of the upper limits on funding employment for people with disabilities and to be creative and resourceful in their planning.

One reason given by workshops for maintaining the sheltered slot is to have a place held for the supported employee in case the supported placement does not work out. The numbers of "safety valves" need to be examined, with these numbers also kept to a minimum.

Employers

Agencies reported working with an average of 11 different employers. The number of employers may be related to population size, with an average of seven in small population areas compared to 14 for areas of 50,000 or more.

The Targeted Jobs Tax Credit and similar incentives were not utilized in the great majority of these supported jobs. Only an average of 11% of the employers working with 362 rehabilitation programs took advantage of TJTC or similar incentives in 1987.

More than a third (35%) of the 605 organizations with supported employment programs refer to a rehabilitation or business advisory council which operates separate and apart from the organization's governing board.

Implications:

Workforce 2000 (Johnston and Packer, 1987) and Opportunities 2000 (Hudson Institute, 1988) both document the expected shifts in available workers, with anticipated shortages of younger workers and shifts to greater employment of women, minorities, older workers, and persons with disabilities. Kiernan et al. (1989), Peters (1988a), and Kiernan and Stark (1986) also have carefully analyzed changing employment

patterns. These reports all indicate that the momentum to hire persons with disabilities is based on a interdependency that is historically unique and that, furthermore, this momentum can be expected to continue into the next century, albeit with some changes in actual workforce needs. Certainly many entry level jobs will be available, many in service occupations.

The unfortunate part of this picture is that the available jobs often will be low paying, with few benefits or opportunities to advance to better paying, more prestigious jobs. For persons with severe disabilities this could mean obtaining jobs that continue to keep them at the bottom of the economic ladder.

However, many innovative practices and the diligent search for ways to integrate persons with disabilities into a wide spectrum of jobs seem to be having an impact. Our current analysis of exemplary supported employment programs (NARF, 1989b), for example, demonstrates the ingenuity that is being applied to economic development, job creation, and job modification, with several programs including goals for expanding the range of jobs and developing career ladders.

Other information on society at large also has implications for employers and employment. Rehabilitating workers with disabilities can save companies $30 for every dollar spent according to a study conducted by the Northwestern National Life Insurance Company (NARF, 1988b). That same study reported that by the year 2000 one-third of the population will be physically disabled, chronically ill, or over 65 years of age. Adaptations and accommodations that will need to be made for one group should assist others. In this instance, the accommodations made for supported employees could help with other employee needs and vice versa, thus obtaining double value for modifications in employment practices.

Another study of about 600 businesses and rehabilitation professionals conducted by the National Safety Council and the Menninger Foundation "Study completed on attitudes", 1988), estimates that 569,000 workers annually become so severely disabled that they can't work for five months or more, with only 48% ever returning to work. Despite the widespread belief that workers who become disabled are capable of maintaining acceptable productivity levels, 49% of the employers surveyed indicated that expense, lack of knowledge about adaptations, and corporate economic conditions made it impractical to establish back-to-work programs. Union contracts appear to be another barrier to shifting work assignments and adding the flexibility to accommodate workers who have been injured. Certainly many of the issues faced by newly disabled workers have implications

for persons with long-term disabilities. Improving employer assistance programs and introducing added flexibility into work expectations has the potential to benefit both programs.

V. RESULTS: SUPPORTED EMPLOYEES

A monthly average of 149 clients (median, 86) are being served by survey respondents. The average monthly number of clients -- including supported employees -- served by organizations in 1987 (as reported in the census) increases in relationship to staff size (as reported in the survey).

TABLE 4

Survey: Staff Size	Census: Clients Average	(Median)
1-16	44	(33)
17-35	118	(90)
36-65	147	(130)
66 or more	300	(185)

Agencies reported an average of 21 supported employees as of January 1987, with the number of individuals entering supported employment in 1987 averaging 16 per program.

Compared to staff size, the average number of supported employees served by 97 of the 151 smallest organizations is relatively large at 19. The average number assisted by 93 of the 131 largest organizations is relatively small at 30.

Population size may affect the number of new supported employees for all types of supported employment (9 for smaller population areas, 20 for larger, $t(517) = 6.57$, $p < .01$).

Implications:

Studies from California (California Department of Rehabilitation, 1988) and Connecticut (State of Connecticut, Department of Mental Retardation, 1988) provided data on populations served, with each state estimating that they are serving 2,000 currently with projections of 3,500-4,000 by 1988-1992. Responses to NARF's survey indicated that each organization currently is serving an average of 21 supported employees. Multiplying that by the number of projected providers (the 2,034 census respondents who indicated that they were providing or planning to provide supported employment), an estimate of 42,714 current supported employees was obtained.

Either the NARF survey is underrepresenting the total number of supported employment providers or the numbers for

California and Connecticut are higher than for other states. Given the populations of each state as well as the aggressiveness of their implementation of supported employment, most likely the latter is the case.

Expansion. Organizations responding to NARF's survey reported an overall x4 increase in use of supported employment in 1987, with an average increase of 16 supported employees. Comparing those data with predictions for California, Colorado (St. Louis, Richter, Griffin, & Struxness, 1987) and Connecticut (with predicted growth of x2 -x3 within one to four years), the prediction is that some 472,500 individuals could be served by 1992 (based on an estimate of 135,000 -- 21 x approximately 6,500 organizations). Wehman et al. (1989) also report for the 27 demonstration states an increase in supported employees from 10,000 in 1986 to 25,000 in FY 1988, with some 1,393 new programs developed from FY 1981-88.

However, a more conservative calculation can be made based on an estimate of 21 supported employees per organization for the 2,034 census respondents. This may be more realistic. Such an estimate suggests that current services are provided to 42,714 individuals per 50 states. This appears more proportional to the 25,000 per the 27 Model Demonstration States. Using the figure of 42,714, the estimate for number served within three to four years is: 42,714 x 3.5 = 149,499.

NARF respondents indicated that an average of 14% of their current clients are served in supported employment. Considering a potential x 3.5 increase by 1992 and assuming that no new clients were to enter into the system, there is a potential that 49% of the rehabilitation clients currently in programs will be served in supported employment by 1992. Of course, waiting lists and students graduating, as well as the newly injured, will affect the client base.

Primary Disability of Supported Employees

Levels of Disabilities

The questionnaire listed 11 categories of disability. For each category, respondents were asked to give the percent of supported employees in 1987 for whom that disability was primary. Respondents could add disabilities to the list in an "Other" category. Each category, the number of responses, and the average percent of supported employees with that primary disability, are listed below:

TABLE 5
DISABILITIES

Category	Number of Organizations	Average % of Supported Employees/Program	% of Individuals Served by Disability
Mild mental retardation	439	(40)	29
Moderate mental retardation	450	(39)	31
Severe mental retardation	269	(25)	11
Traumatically brain-injured	134	(11)	3
Chronically mentally ill	237	(27)	11
Sensory-impaired	106	(17)	3
Spinal cord injury	30	(7)	.34
Learning disability	137	(14)	3
Autism	68	(7)	.7
Epilepsy	128	(7)	3
Cerebral palsy	155	(11)	4
Other	96	(17)	2.7

According to survey respondents, a majority of their supported employees have a primary diagnosis of mild or moderate mental retardation. Of the 605 organizations, 439 classified an average of 40% of their supported employees as mildly mentally retarded and 39% were classified as moderately retarded. Overall this represents 60% of the total supported employees.

While almost one-half of all organizations reported serving supported employees who were diagnosed as severely mentally retarded, an average of 25% of the supported employees fit this description. Relatively more midsize organizations (17-35 staff) served greater percentages of individuals with severe retardation (30%). Individuals with chronic mental illness are served by 237 organizations, with an average of 27% of their supported employees with this diagnosis.

Implications:

Information from California shows that 62% of the individuals served have mental retardation, 14% are diagnosed as having chronic mental illness, and 4% have traumatic brain injury. Oregon (Wilson & Brodsky, 1987) reports that 45% of those served are classified as mildly retarded, 30% as moderately, and 11% as severely retarded. Colorado reports that 60% of those served have mild retardation compared to 29% with moderate and 6.7% with severe retardation.

Wehman et al. reported that for the 27 model states the following diagnoses were most prevalent: 54% mild, 31% moderate, and 11% severely retarded. Only 14% were reported to have long-term mental illness and .6% traumatic brain injury.

Conclusions regarding populations served follow:

1) The vast majority have mild mental retardation.
2) Only about 11% are severely retarded.
3) The NARF survey respondents report serving fewer persons with a primary diagnosis of mild retardation.

Special Populations. Individuals with traumatic brain injury are more likely to be served if they reside in larger population areas. Mountainbrook Research (1988) reported a cost of moving from dependence to independence of approximately $341,000 per client and the cost of obtaining one functional behavior of $4,316 for the population. Results of a recent study indicated that 50% of the clients in acute or post-acute phases achieved either independent living or competitive employment. In comparison, lifetime care or services for survisor of traumatic brain injury typically costs $4.1 - 9.0 million (Kalisky et al. 1985). Such data certainly substantiate the cost effectiveness of supported employment with such populations.

Individuals with chronic mental illness are receiving more attention nationally and supported employment practices are being revised for this group as well. Greater experience is influencing our understanding of which individuals can be served in more typical supported employment programs and which need the ongoing therapeutic support of job clubs or initial preplacement training and therapy. Issues such as full-time employment, working 20 hours per week, and backup supervised training alternatives, as well as better self-management and self-awareness training and employer acceptance of employees with unique needs are being addressed and will impact future service provision.

Who will be served in supported employment? Data from our survey as well as the results of other surveys (Kiernan et al., 1989; Wehman et al., 1989) indicate that persons with more mild handicaps are more likely to be placed in competitive employment. Kiernan et al. also report that individuals who are younger and working with smaller rehabilitation programs are more likely to be placed into supported or competitive employment.

Colorado currently reports that 56% of the population served is male. This is comparable to NARF's report of 60% male. Both incident figures show trends in keeping with the general population for a greater percentage of males than females to

be employed according to a 1987 census update by the Census Bureau. These figures, however, need to be analyzed with consideration of other Census Bureau data (1983) reporting that females are more likely than males to have severe disabilities.

Our survey indicates that supported employees are more likely to be male. The Region V Research Study Group (1987) reported similar findings and provided additional information related to VR acceptance rates. That study group found that although women are accepted for vocational rehabilitation services at a slightly higher rate than men, they are under-represented in the client population when compared to the population at large. The study group also reported that women tended to become rehabilitation clients at a slightly later age than men, with the overall rehabilitation population becoming older. In comparing these data, however, consideration of the differences in population is needed. Many of the rehabilitation clients described in the Region V report became work disabled during their adult years and in many cases do not represent the population of persons with developmental disabilities or other more serious and lifelong disorders.

While the NARF survey did not address waiting lists, other than through one question on referral, waiting lists are an issue, as is the entire issue of priority for treatment. Some states (Utah, for example) have mandated priority consideration for students leaving secondary school programs. Numbers of persons on waiting lists and the speed with which waiting lists are processed varies greatly state to state. Other states (Maryland) have considered or have implemented (Minnesota, California) "entitlement" legislation.

Wages

The average hourly gross wage paid supported employees in 1987 was $3.34. The highest average wages were paid in the northeastern states (at $3.67) and in areas with a population greater than 50,000 (at $3.44). Wages were higher in areas with 1987 unemployment rates less than 10%. The average wages of supported employees with mild to moderate retardation were higher than the average wages of employees with severe retardation.

Wage Increases, Sub-minimum Wages, Non-handicapped Wages in 1987

Almost three-fourths of the supported employees reportedly received salaries within the normal range for non-handicapped individuals doing the same type of work in 1987.

Ninety-four percent of supported employees with traumatic brain injury on the average received wages within the normal range of wages paid to non-handicapped employees. However, only 64% of individuals with severe mental retardation received pay within that normal range.

The percentage of supported employees paid normal wages by type of accreditation is also revealing: 71% of supported employees assisted by accredited agencies compared to 85% assisted by nonaccredited agencies reportedly received wages within the normal range, $t(549) = 3.36$, $p < .01$.

On-the-job wage increases were granted to an average 54% of supported employees.

A comparison of hourly gross wages across population areas ($3.44 in areas greater than 50,000; $3.11 in areas of 50,000 or less) showed discrepancies similar to those found for non-handicapped populations, $t(540) = 3.65$, $p < .01$. For 288 of the organizations, 61% of their employees earned a sub-minimum wage under a Department of Labor certificate.

Implications:

Comparative wage data was obtained from Pennsylvania, California, and Oregon and from national studies by Kiernan, et al. (1989) and Wehman et al. (1989). Pennsylvania reported wages of $3.67-3.93 (NARF's regional reporting --$3.60). California shows a wage of $3.68 with the individual placement model (NARF's report: $3.31 all models), Kiernan reports a full-time wage of $3.15 and Oregon reports a full-time wage of $2.49 (NARF report: $3.34). Average weekly wages reported by Wehman et al. were $72.63 (NARF report: $80 per week). Overall, NARF wage data are comparable to other current reports.

Minimum Wages. Colorado reports that 63.3% of their supported employees receive wages at or above minimum wage. In comparison, NARF reports 34-51% at or above with the mobile work crew model; 46-55% at or above with the individual placement model; 41-46% with enclave model and 47-48% with the entrepreneurial model. NARF is reporting slightly fewer employed at minimum wage. This could be due to the greater number of large organizations responding to the NARF survey.

The individual placement approach resulted in an average income of $3.93/hr., the mobile work crew, $2.23, and the enclave $2.08, according to Wehman et al. (1989). The lower percentage at or above minimum wages for the NARF survey indicates general agreement with Wehman's data.

The lower percentage at or above minimum wages for the NARF survey could be reflective of the higher percentage of individuals served with disabilities other than "mild retardation." The data could also reflect greater use of the enclave and mobile work crew models, suggesting either the probable value of those models even at lower wages or the need to attempt more individual placements and thus increase wages. More specific data on changes in employment status of supported employees could help to clarify the issues.

Hours Worked in 1987

Almost two-thirds of the respondents (382) estimated that an average of 46% of their supported employees normally worked 20-24 hours a week in 1987. According to 366 agencies, an average of 41% of their supported employees normally worked 25-34 hours a week. With 317 organizations, an average of 39% of their supported employees worked 35 or more hours a week and 275 stated that an average of 42% worked less than 20 hours a week.

Area population appears to be associated with differences in hours worked: 102 agencies (in areas of 50,000 or less) responded that 55% of their supported employees worked less than 20 hours a week. This compares to only 35% of supported employees working these few hours in larger population areas, $t(269) = 4.76$, $p < .01$.

Type of disability also may be related to hours worked: 111 agencies reported that 63% of their supported employees with severe mental retardation versus 36% of their supported employees with traumatic brain injury worked less than 20 hours per week.

Implications:

The greatest percentage of respondents estimated that a high percentage of supported employees generally worked 20-24 hours per week. However, the data for the 25-34 hours per week as well as other hour categories are comparable. It is hard to draw any definitive conclusions from these data; however, many, if not most, supported employees are working part-time. Implications for benefits and quality of life need to be seriously considered and increased effort made to obtain full-time employment.

Benefits Status of Supported Employees

Most supported employees received both Medicaid benefits and SSI or SSDI payments before entering supported employment. For the sample of supported employees in this survey, there has been little or no reduction in these benefits since entering supported employment.

Prior to Supported Employment

Three-fourths of the organizations surveyed reported that an average of 78% of their supported employees received Medicaid/Medicare benefits prior to entering the supported employment program. Half of the organizations indicated that Medicaid/Medicare was used by 90% or more of their supported employees prior to supported employment.

An average of 83% of supported employees received SSI, SSDI, or similar payments before entering supported employment. Half of the respondents indicated that 94% or more of their supported employees were SSI/SSDI recipients.

During Supported Employment

An average of three-fourths of current supported employees are recipients of Medicaid/Medicare benefits. Close to 80% of supported employees are receiving SSI, SSDI, or similar payments. Half of the organizations indicated that as many as 90% or more of their supported employees are receiving these SSI/SSDI payments.

Section 1619(a) or (b) Support

Sections 1619(a) and (b) of the 1980 Social Security Amendments were introduced to assist in reducing disincentives for employment. Sections 1619(a) and (b) allow individuals to earn up to $300 without deducting from benefits received. Slightly more than 35% of the respondents reported that Section 1619(a) or (b) support has a positive impact on the supported employment program. Another third, particularly among the smallest organizations, said they did not know about this support.

For one-fifth of the organizations, an average of 48% of their supported employees used Section 1619 support in 1987. Almost half (45%) of all organizations expect client use of this support to increase in 1988.

Overall, about 17% of the respondents to NARF's survey report using section 1619 (a) or (b) with 48% of their supported employees. Sections 1619 (a) and (b) are used more in areas with populations of 50,000 or more (40% compared to 25%). They also are used more for individuals with traumatic brain injury: 52% compared to 30% for individuals diagnosed as severely mentally retarded.

Implications:

Wehman et al. reported that 74% of supported employees use social security benefits, according to data for 13 states.

NARF's data are similar, with 74% of supported employees reported to have received medicare/medicaid and 78% receiving SSI/SSDI benefits in 1987. In comparison, Bowe (1986) reported that currently 42% of all disabled adults are receiving SSI and SSDI benefits.

According to the National Council on the Handicapped (1986) 3.9 individuals receive SSDI, 1.9 million receive SSI, and 2.8 million receive medicare benefits. Additionally, individuals receiving Section 1619 benefits also were reported to have relatively low medicaid expenditures. The Council concluded that working might indicate a need for fewer medicaid services (the average expenditure for 1619 recipients was $900 compared to $1,800 for overall medicaid recipients in 1984). Conley and Noble (1989) report similar monthly costs for SSI/SSDI ($850 per month).

In reviewing these costs, it is important to consider proposed legislation as well as recent recommendations to increase the level of substantial gainful activity allowed (from $300 a month; SSA Disability Advisory Council, 1988) and the allowable monthly earnings that count towards trial work periods (from $60 to $75). The Congressional Budget Office estimates (based on an anticipated 75,000 new recipients over 10 years) that such proposed legislation will cost $310 million over five years; however, the proposed legislation should also generate savings to the Disability Insurance funds and reduce medicare costs because it requires employers to cover their employees with disabilities under their own health plans (NARF, 1989a).

Interaction with Non-handicapped Employees

Individual Placement

Half of the 480 organizations reported that 91% or more of their job coach supported employees took meals and breaks with non-handicapped employees. Half reported that an average of 94% worked alongside non-handicapped employees and that an average of 93% were doing the same work as non-handicapped employees.

Enclave

Half of 205 organizations indicated that 85% of their enclave supported employees took meals and breaks with non-handicapped employees. Half also reported that 80% of enclave supported employees worked alongside non-handicapped employees and that 87% are doing the same work as non-handicapped employees.

Mobile Work Crews

Of 164 organizations, half indicated that 72% or more of their supported employees in mobile crews took meals and breaks with non-handicapped employees. Of 152 organizations, half reported that 71% or more of their supported employees in mobile crews worked alongside non-handicapped employees. Half of 191 organizations indicated that 92% or more of their supported employees in mobile crews did the same work as non-handicapped employees.

Entrepreneurial

For half of the 50 organizations, 91% or more of their supported employees in entrepreneurial activities worked alongside non-handicapped workers. For another fifty percent, 89% or more of the supported employees are performing the same work as non-handicapped employees.

A relatively high percent of employees at these entrepreneurial job sites are non-handicapped, with 50 organizations reporting that an average of 37% of all employees at these sites are non-handicapped.

Implications:

Both group and individual supported employment models result in a high percentage of supported employees interacting with non-handicapped persons. Additional information on the frequency and quality of these interactions is vital to determining the relative merits of various approaches. Such information also could assist with recommendations for improvement of the approaches.

Job Changes

Voluntary Separation

Half of 181 organizations reported that 10% or fewer of their supported employees were promoted or quit for a better job and 225 reported that an average of 24% of their supported employees voluntarily resigned in 1987. Organizations serving 1-16 persons reported that 35% of their supported employees left specific jobs; only 18% of supported employees served by agencies of 66+ staff were reported to have voluntarily left jobs.

Relatively few supported employees -- perhaps no more than in any normal employee population -- resigned for medical reasons, lack of transportation, or relocation of residence.

Eventual Competitive Placement

Relatively few individual placement, enclave or entrepreneurial supported employees moved into an employer's regular work force (competitively placed without support) in 1987. Results are more encouraging for mobile work crew employees, where half of 274 organizations reported that 5% or more and an average of 17% of their mobile crew supported employees moved into the regular work force. Those individuals that did leave were more likely to be in larger population centers (21% compared to 10% for smaller population areas).

Involuntary Separation

The key factors resulting in involuntary termination are poor job performance (reported by 17% of 240 organizations), poor social skills or adaptation (reported by 14% of 183 organizations), and lack of work (reported by 71% of 162 organizations). Relatively few supported employees lost their jobs due to poor (transportation-related) attendance, closing of the business, and other nonspecific causes.

Implications:

When considering costs it also is useful to consider job changes of supported employees, particularly with the individual placement model for which job changes usually mean increased hours of supervision. NARF's respondents reported job terminations mainly due to poor job performance or poor social skills for approximately 15% of supported employees. About one-fourth of the respondents reported job changes for 71% of their supported employees due to lack of work. This number represents general agreement with Rusch and Lagomarcino's (1988) report of 33% of all job separations resulting from poor business or seasonal layoffs.

Approximately one-fourth of the supported employees for some 37% of the respondents voluntarily left jobs in 1987. In estimating supported employment costs, consideration should be given to these substantial numbers of persons who will need further intensive supervision during retraining for new positions as they stabilize into the workforce.

Supported employee job changes are occurring for a variety of reasons, with relatively few individuals moving into the regular workforce. Poor social skills and lack of satisfactory work performance continue to be problems. Facilities also must improve their skills at identifying the types of job tasks and work environment desired by workers, thus improving their job/worker match procedures. Many will place an employee in a job vacated by another so that he/she can maintain the job and satisfy the employer. This may not

be in the client's best interest. Better instruction, more research attention to these variables, and better stabilization of supported employment staff (particularly job coaches) as well as better training and salaries should assist with these difficulties. Unfortunately, this is easier said than done.

Training for Separated Employees

Additional in-house training was provided by the organization for 46% of the employees who involuntarily left employment, according to responses by 260 organizations. An average of 54% of involuntarily separated employees were placed in another supported position, according to responses by 244 organizations.

Of 187 organizations, the average number of separated employees who dropped out of programs was 27%.

Implications:

No clear data have been reported on the comparative effectiveness of further in-house training to immediate positioning in another community job for supported employees who lose community jobs. Is a safety net of this sort needed and if so, how large should the net be? Rehabilitation programs should monitor these situations carefully and provide the data needed to make policy recommendations.

Transportation of Supported Employees to Work

The three most common methods of transportation to employment sites are agency-provided transportation, public transit without assistance (with and without a transfer), and friend/relative provided transportation. Smaller organizations are more likely to provide transportation for their supported employees. Half of the smaller organizations provide transportation for an average 65% of their supported employees.

Less than a third of the respondents (221) indicated that their supported employees use public transit without assistance, with one transfer. The average is 43%. Likewise, less than a third (214) state that one or more supported employees uses public transit, without a transfer and without assistance. The average is 34%. The smallest organizations tend to use transit with two transfers more frequently than larger organizations (53% compared to 35% for organizations with 17-35 staff according to 95 respondents).

In 305 organizations, an average of 24% are being driven by a friend or relative.

Implications:

Supported employees are not using normalized transportation systems as much as may be desirable for their community integration. In some areas the complexity of transfers is a major factor. Safety and lack of public transit systems are other primary obstacles.

A factor over which rehabilitation providers may have some control is related to revising precedent policies of the rehabilitation provider. The data on more frequent use of transit systems involving two transfers by smaller agencies supports the need to examine reasons for differences in use. Those providers with vans and agency vehicles may be continuing to use these vehicles due to the convenience to the agency. Such policies should be carefully reviewed and the necessary steps implemented to assure more normalized transportation wherever possible.

Ancillary Services

In order of frequency, counseling and social skills training (more than 60%), recreation and/or leisure activities (more than 50%), and assistance in personal affairs (40%) rank highest among the list of ancillary services provided by organizations. About a fourth of the organizations operate a job club. About a fifth provide health service. The least common service, provided by less than 10%, involves occupational therapy, physical therapy, attendant care, or orthotic devices to supported employees.

Except for the least common service, larger organizations are more likely to offer any given service and to provide more total services.

Agencies serving individuals with chronic mental illness provided ancillary services for approximately 60% of their supported employees compared to overall assistance for 42%. Recreation and leisure skills were also emphasized for this population, with 67% of the organizations serving supported employees with long-term mental illness providing such services compared to 54% overall.

Implications:

Larger organizations are more likely to offer ancillary services than smaller organizations, most likely due to their existing service capacity. A critical question involves whether or not such ancillary services enhance the lives of their recipients. Related questions involve whether or not those supported employees not receiving ancillary services from rehabilitation providers receive services from another source, and if so, which service delivery mechanism results in the best outcomes?

Our survey data also support continued flexibility, with recognition that ancillary service needs may be greater for some populations than others. Those agencies not providing ancillary services should evaluate their programs carefully and make sure supported employees are receiving adequate services. Agencies also need additional information on the effectiveness and cost effectiveness of ancillary service provisions. If quality of life is a concern (we think it is), then this issue becomes even more crucial.

Type of Residence of Supported Employees

Upon entering the supported employment program, an average of 48% of the supported employees lived with a relative or guardian. Only 28% of the supported employees of 362 organizations were living independently at the time they entered supported employment. For 244 organizations, an average of 26% of their supported employees live in group quarters with part-time supervision and for 248, an average of 29% have full-time supervision.

After starting supported employment, over half the organizations (333) state that, on the average, 27% of their supported employees had moved into less structured, more independent living quarters.

Implications:

Data from Connecticut indicate that supported employees were living in more supervised arrangements than were supported employees of NARF respondents. Connecticut reported 12% living in supervised apartments compared to 25% for about one-half of NARF survey respondents and another 28% who were living independently when entering into supported employment. Court-mandated deinstitutionalization may explain the difference in this Connecticut case. The movement to more independent living after entering supported employment is good news! As the length of time in supported employment increases this percentage should also increase (from 27%).

Benefits

Organization- vs. Private Employer- Supported Programs

Organization-supported Enclaves. The majority of supported employees working in enclaves were on the reporting organization's payroll: 213 organizations reported an average of 90% of enclave supported employees on their payroll compared with 58 organizations reporting an average of 54% on a private employer's payroll.

Forty-eight organizations indicated that an average of 79% of their enclave employees participated in the organization's

insurance benefit plans. Larger organizations were also more likely than smaller organizations to include enclave employees on their payroll in their benefit programs. Only 15 organizations with enclave employees on their payroll provided retirement plans for their supported employees.

Private Employer-supported Enclaves. Relatively more larger organizations supported enclave employees were on a private employer's payroll. For 58 organizations, an average of 54% of their supported employees in enclaves were on a private employer's payroll.

Less than half of these 58 organizations reported enclave supported employees participating in the private employer's leave program or insurance benefit plans. Approximately a third of the agencies with enclaves in 1987 stated that an average of 80% of their supported employees in enclaves received no benefits.

Slightly more than half of the 213 organizations with enclave employees on their payroll reported that an average of 90% of these employees participated in their leave programs.

Fifteen organizations identified an average of 42% of their supported employees as participants in a private employer's retirement plan.

Only 20 organizations reported an average of 37% of all enclave supervisors to be on a private employer's payroll.

Industries where Enclaves are Common

The largest number of enclaves occurs in manufacturing where 124 organizations identified an average of two manufacturing enclaves. For the next largest category, "other", a residual category after manufacturing, microfilming/copying, retail, and food service, 110 organizations reported an average of two enclaves.

Implications:

Many rehabilitation providers have indicated that it is more difficult to manage enclaves when employees work directly for companies. A part of this difficulty appears to be related to the income derived from enclave or mobile work crew production. These issues need to be closely examined and a variety of alternatives tried.

Sometimes persons in enclaves are paid subminimum rates according to DOL certificates. When this happens, individual rates are determined by productivity, something which is measured one to two times per year. Under such conditions,

there is sometimes little emphasis on increasing production rates and thus increasing wages for these supported employees.

The lack of emphasis on increasing productivity can be traced to many probable factors, including: lack of adequate numbers of staff, staff with insufficient skills or expertise, and bidding/contracting which fails to include provisions for increased proficiency. In some cases rehabilitation staff may also have overestimated the number of people needed to complete a specific job.

A recommendation which would enhance the status of persons in enclaves is for increased productivity to always be considered when contracting and provisions to reduce the number of employees or increase the work tasks over time to be included.

Mobile Crews - Organization-supported

The majority of mobile work crew supported employees are on the reporting organization's payroll: 252 organizations reported that an average of 95% of mobile work crew employees were on their payroll (compared with 28 organizations reporting an average of 47% on a private employer's payroll).

Slightly less than half of the mobile work crew employees on the reporting organization's payroll are in that organization's leave programs; for 119 organizations an average of 89% of mobile crew employees received benefits from leave programs. Relatively few supported employees are covered by the organization's insurance plans (55 organizations reporting an average of 82%) or retirement plans (15 organizations reporting an average of 66%). Of the 252 organizations reporting active crews, an average of 83% of the supported employees of 83 organizations received no benefits.

Types of Work Performed - Mobile Work Crews

More than half the mobile work crews described in this survey perform janitorial work; 196 organizations reported an average of two crews performing janitorial work. Landscaping is the other major activity of mobile work crews; 127 organizations reported an average of two crews engaged in landscaping.

Entrepreneurial - Organization-supported

Most of the supported employees in the entrepreneurial programs are on the reporting organization's payroll; 59 organizations stated that an average of 97% of supported

employees were on their payroll (compared with seven organizations reporting an average of 63% of employees on a private employer's payroll).

Approximately half of the supported employees on the payroll of the supporting organization participated in the organization's leave program; 29 organizations reported that an average of 90% of their supported employees participated in leave programs. Less than a third are covered by insurance benefit plans and only six organizations reported coverage that included retirement plans.

Outcomes with Supported Employment Models

Wages and Hours of Job Coached Employees

Of 498 organizations, half reported six or more employees with job coaches in supported employment in 1987. For all 498 organizations, the average was 11 supported employees, ranging from 7 employees in the smallest organizations to 16 supported employees in the largest organizations.

Wages in 1987 were reported in three categories: the percent of employees earning less than the Federal minimum, the percent earning the Federal minimum ($3.35/hour), and the percent earning more than the Federal minimum. For the largest number of organizations, 358, an average of 55% of their supported employees earned more than the Federal minimum wage. The next largest group, 318 organizations, reported that an average of 46% of their supported employees earned the Federal minimum wage.

Fewer than half of the organizations with supported employees reported that any of those employees earned less than the Federal minimum wage: an average of 45% for 208 organizations earned less than the Federal minimum wage.

Summarizing the top half of each group provides an approximate distribution of wages:

- 179 organizations reported 50% or more supported employees made > $3.35.
- 159 organizations reported 41% or more supported employees made $3.35.
- 104 organizations reported 31% or more supported employees made <$3.35.

Relatively more larger organizations have proportionately more supported employees earning more than Federal minimum wage and relatively fewer larger organizations assist proportionately fewer supported employees earning less than Federal minimum wage.

Hours Worked in 1987

Substantial numbers of supported employees worked full-time jobs in 1987 according to survey respondents. Among 286 organizations an average of 45% of supported employees worked 35 or more hours.

Among 229 organizations an average of 39% of their supported employees worked 25-34 hours a week. An average of 46% of the supported employees of 318 organizations worked 20-24 hours a week. An average of 45% of supported employees worked 20 hours a week or less according to 208 organizations.

With some redundancy between groups, summarizing the top half of each group provides an approximate distribution of hours worked:

- 143 organizations reported 34% or more supported employees worked 35+ hours.
- 150 organizations reported 30% or more supported employees worked 25-34 hours.
- 159 organizations reported 41% or more supported employees worked 20-24 hours.
- 104 organizations reported 31% or more supported employees worked less than 20 hours.

Relatively more of the larger organizations report one or more employees working 35 or more hours a week. Relatively fewer of the larger organizations report one or more employees working less than 20 hours a week.

Wages and Hours of Employees at Entrepreneurial Job Sites

Of 60 organizations reporting the average duration of employment for entrepreneurial site employees, half cited an average duration of 11 or more months. For all 60 organizations, the average was of 10 months.

The largest number of organizations, 42, reported that an average of 78% of their supported employees earned less than Federal minimum wage. Half of these 42 organizations reported that all of their supported employees on mobile work crews earned less than Federal minimum wage.

An average of 48% of supported employees in 24 organizations earned Federal minimum wage and an average of 47% in 28 organizations earned more than Federal minimum wage.

An approximate distribution of hours worked per week is:

- 13 organizations reported 65% or more of supported employees averaged less than 20 hours.

- 10 organizations reported 43% or more of supported employees averaged 20-24 hours.
- 18 organizations reported 77% or more of supported employees averaged 25-34 hours.
- 9 organizations reported 65% or more of supported employees averaged 35 or more hours.

Wages and Hours of Employees on Mobile Work Crews

Of 250 organizations reporting the average duration of employment for an enclave employee, half reported an average duration of 10 or more months. For all of 250 organizations, the average was nine months.

The largest number of organizations, 208, reported that an average of 84% of their supported employees earned less than Federal minimum wage. Half of these 208 organizations reported that all of their supported employees on mobile work crews earned less than Federal minimum wage.

An average of 51% of supported employees in 99 organizations earned Federal minimum wage and an average of 34% of supported employees in 66 organizations earned more than Federal minimum wage.

An approximate distribution of hours worked per week is:

- 53 organizations reported all of supported employees averaged less than 20 hours.
- 61 organizations reported 60% or more of supported employees averaged 20-24 hours.
- 57 organizations reported 75% or more of supported employees averaged 25-34 hours.
- 24 organizations reported 50% or more of supported employees averaged 35 or more hours.

Wages and Hours of Employees in Enclaves

For the wage category, most of the reporting organizations (177), reported that an average 80% of their supported employees earn below minimum wage. Half of these 177 organizations stated that 100% of their enclave supported employees earned less than Federal minimum wage.

Approximately equal numbers of organizations reported supported employees earning Federal minimum wage and earning more than Federal minimum wage: 95 organizations reported an average of 46% of their supported employees earning Federal minimum wage and 100 organizations reported an average of 41% of their supported employees earning more than Federal minimum wage.

As with job coached supported employees, relatively fewer small organizations reported supported employees making more than minimum wage.

Hours Worked in 1987

The largest single group of organizations reported that an average of 64% of their supported employees worked 20-34 hours per week; half of these 116 organizations stated that 70% or more of their supported employees in enclaves worked 20-34 hours per week.

Implications for Consumers:

Access to supported employment and the chances of entering supported employment vary with the region, population, unemployment, type of disability, size of agency, and accreditation. Although the Midwest has shown greater involvement, rapid expansion is occurring in the Northeast and the West. Individuals in the Southeast are least likely to receive services. Individuals in larger population areas and individuals with mild disabilities also are more likely to receive services.

Results will vary with the type of supported employment offered. Since the highest wages are obtained with the individual placement model, it may be to the consumer's advantage to be placed in an individual placement site.

If consumers or their parents or guardians are interested in general transportation training then working with a smaller rehabilitation provider also may be to their advantage. Individuals who have problems with social skills may be better served by agencies with more staff. However, if the individual also is severely retarded, then social skills difficulties may be a factor that reflects the current state-of-the-art across all approaches.

Consumers also may be influenced by job coach turnover rates as well as job change rates for supported employees. Consumers concerned about staff changes may wish to work with a more established agency or an agency which is larger in size. Unfortunately, in many areas little choice is currently available.

In considering the implications of these findings, recent concern over the lack of increased service provision to individuals with severe disability (Wehman et al., 1989) needs to be taken into account. Directions of service provision can be and often are influenced by congressional hearings, advocacy groups, researchers, and policy makers.

It may be that smaller agencies are obtaining better outcomes, particularly with the individual placement model, because they have been involved in service delivery through the individual placement approach as promoted by many researchers for a longer period of time. If so, time alone may result in an equalization of outcomes. However, if as some (Bellamy et al., 1988) have indicated, smaller organizations deliver better services because of the lack of administrative hierarchies and the central focus on supported employment rather than diffused vocational efforts, then larger agencies may wish to consider: 1) greater emphasis on supported employment, and 2) operating supported employment programs from a decentralized, more autonomous basis.

Types of employment services can be analyzed several ways, including percentage of agencies using various approaches, percentage of supported employees employed under various approaches, and percentage of costs attributed to various programs. According to NARF respondents, agencies report highest use of job coaching and mobile work crew models (75% jc; 60% mwc). These data represent a 10% increase over NARF census results, exactly as indicated by 10% of census respondents who, in early 1988 reported planning to enter supported employment.

Examining the number of supported employees served with various models results in a quite different interpretation of ongoing supported employment activities. According to the number of individuals served with each model, 38% are served with the individual placement model, 24% are in enclaves, 32% are in mobile work crews, and 7% are in entrepreneurial placements.

These figures also are considerably lower than other reports of 47-64% of supported employees participating in the individual placement model (California Department of Rehabilitation, 1988; St. Louis, et al. 1987; Wehman, et al. 1989; Wilson & Brodsky, 1987; St. Louis, et al. 1987). Wehman et al. reported, for example, the following: 64% in individual placements, 20% in enclaves, and 14% in mobile work crews.

From the NARF survey, information also was obtained on the national percentage of supported employment expenditures according to supported employment models: individual placement, 52%; enclaves, 18%; mobile work crew, 20%; and entrepreneurial, 7%.

Analyzing the involvement and use of different approaches to supported employment according to a variety of perspectives, the following can be concluded:

1) The individual placement model is the most prevalently used and currently the most expensive, even though it is also rated "most cost effective".
2) The greatest number of supported employees also are receiving services with the job coach model.
3) NARF survey respondents appear to vary slightly from other supported employment providers in that they report less overall use of the individual placement model.

Fringe Benefits. A large percentage of supported employees are currently receiving few, if any, benefits. With enclaves and mobile work crews, some of the best benefits are received when individuals work for the rehabilitation provider and not the company. While better integration and a more normalized experience can be obtained through direct employment by businesses, procedures for transferring responsibilities to business while maintaining the economic viability of the agency are needed.

Lopez (1988) has reported that for non-handicapped populations 85% of the employers sponsor some kind of dental plan for salaried employees and 95% offer long-term disability plans. Walbridge (1988) also reported that 87% of 35 million who were employed at sometime during the year or were members of family of such individual had no health insurance and that in 1985 99% of the uninsured workers earned less than $40,000 per year. Walbridge further reported that the rate of noninsurance is worsening with 12.8% uninsured in 1982, and 14.7% in 1985. Concerns over benefits go beyond the disabilities field and change is needed to improve the quality of life for many people.

IV. IN CONTEXT

While the wages and benefits provided by supported employment may not on the average yet equal those provided through JWO'D contracts (NISH, August 1989), supported employment is expanding and is bringing about improvement in wages, integration, and hours of employment. Predictions are that supported employment will continue to grow and benefits increase.

The timing is right for expansion. Workforce needs during the next two decades and the concomitant low unemployment rates (Hudson Institute, 1988; Johnston and Packer, 1987; Kiernan and Schalock, 1989; Lattuca, 1987), the increased involvement and experience of rehabilitation providers (Wehman et al., 1989; current study), and the current legislative focus on special populations demonstrated by the passage of the Civil Rights Restoration Act of 1987, the Medicaid reform bills and the emphasis on the needs of the aging (Janicki & Wisniewski, 1985) support the continued evolvement of such practices. Continued expansion is also justified through the interests of parents whose children came through the PL 94-142 era as well as through the encouraging results of agencies undergoing conversion or large scale expansion into supported employment (S. Hutchinson, personal communication, June 1988; Snell, 1988).

NARF's survey results indicate a x4 increase in the number of supported employees during 1987. Other evidence (Kiernan et al., 1989; Rusch et al., in press; Wehman et al., 1989) supports continued expansion. Supported employment soon may be the rehabilitation arena for 50% of the adults with disabilities who are currently served in traditional vocational rehabilitation programs.

What will be the results of this expansion? While NARF did not ask the questions to lead to answers to this question, the survey data certainly point to the need for planning and analysis to understand the ramifications of such growth.

Who will deliver services?

The market place, consumers, employers, and state vocational rehabilitation and other agency services will each influence who will deliver supported employment services in the future. Ongoing and proposed research efforts also will impact future directions as will the results obtained under various conditions.

Some (Nisbet and Hagner, 1988) have proposed the use of more natural support systems, including using employers and coworkers as job coaches. Such practices expand the range of possiblities for individualized service delivery. Such

possibilities also imply that rehabilitation providers could become brokers of supported employment rather than direct providers of services. With predicted labor shortages, these new models become even more viable.

What are the issues?

Many issues face implementers and advocates of supported employment as they proceed to plan for the future. However, many alternatives also exist. What is clear is that direction and guidance will be needed as rehabilitation providers implement strategic plans for greater involvement in supported and similar community employment efforts. Programs such as the Javitts-Wagner-O'Day program and Small Business Set Asides also have potential for use in new and unique ways. Such programs could open other doors to opportunities which will result in better wages and more integrated working conditions.

PL 100-407, the Technology-Related Assistance Act, is another major effort which will require considerable budgetary expenditures. However, that Act also holds promise for assisting rehabilitation providers in meeting the desired outcomes of supported employment. Both supported employment and PL 100-407 require that agencies, individuals, and concerned others reconceptualize opportunities for persons with disabilities and reconceptualize their roles in relationship to these persons. Limitations of the past are disappearing and while other competition for resources will also affect our ability to implement desired practices, current business emphasis on innovation (Peters, 1988b) as well as the momentum of the current movement and the experience already gained through implementation of PL 94-142 all will assist in the continued development and coordination of community employment, community access, and social role valorization (Wolfensberger, 1983).

Many of the current efforts and recommendations are on target: better monitoring and reporting of outcomes (Wehman et al., 1989), revitalization of the rehabilitation industry (NARF, 1988d), and greater consumer involvement and empowerment are leading and should continue to lead to better outcomes for more and more consumers. The continuing expansion of supported employment opportunities are encouraging as is this era of openness and innovation.

Of course challenges remain: funding, issues specific to particular populations, transportation concerns, problems of rural areas, transition coordination, measurement of "quality of life", and procedures for locating jobs in areas of high unemployment are among some of the most pressing. Yet

provisions for economic development (Verstegen, 1989), for example, demonstrate the creativity that is being applied in overcoming impediments.

As we continue into the next decade, NARF's perspective is that individual empowerment will increase. Supported employment is playing a major role in producing needed changes and rehabilitation providers are expressing both an interest in and commitment to continued involvement in the provision of quality services. Great gains are occurring and will continue to occur; however, careful attention to the process of change and careful management of the risks involved is also needed. Pilot studies, sharing of responsibilities and information, networking, and grass-roots as well as top-down efforts will all make a difference.

Each activity cannot exist in a vacuum; resources and insights need to be shared and with rapidity. The information era certainly has potential to expedite positive outcomes. Data concerning the status of supported employment which have been obtained through multiple resources are central to shaping the future. NARF's overall analysis of these data and their impact can be summarized in a few words: good results are occurring, expansion and improved outcomes are predicted, and technical assistance is needed.

GLOSSARY

1) Short-term: was defined in the questionnaire as "to the end of the initial training/funding phase."

2) Long-term: was defined in the questionnaire as supported employment "following the initial training phase." See under State/Federal Funding Sources.

3) Supported employment: Competitive work in integrated work settings for individuals with severe handicaps for whom competitive employment has not occurred, or for whom competitive employment has been interrupted or intermittent as a result of a severe disability and who, because of their handicap, require ongoing support services to perform such work.

4) Job Coach Model: Individuals with severe disabilities placed into integrated, competitive employment with training and supervision by a job coach and with ongoing support from a job coach or other specialist.

5) Enclave: Small group of persons with severe disabilities working together in an integrated setting with supervision.

6) Mobile Work Crew: Contracted services provided in the community by a small group of disabled persons who travel to various sites with a supervisor. Opportunities for interaction with nondisabled persons are planned and occur on a regular basis.

7) Entrepreneurial (Small Business) Model: Small, separate enterprise producing goods or services that most often employs persons with and without disabilities.

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APPENDIX A: SURVEY

Survey of Supported Employment

I. Organization and Location Characteristics

*In the following questions, it is understood the reference is to **your organization's supported employment activities** unless otherwise indicated.*

1. A. Check the response which best describes your organization.

☐ Private for-profit
☐ Private non-profit
☐ State government-operated organization
☐ Local/county government-operated organization
☐ Other; describe_____

B. Check your organization's accreditation or certification; check all that apply.

☐ CARF
☐ ACDD
☐ State (Certificate)
☐ Other, please name _____
☐ *Check here if not accredited or certified.*

DEFINITIONS

Supported Employment: *Competitive work in integrated work settings for individuals with severe handicaps for whom competitive employment has not occurred, or for whom competitive employment has been interrupted or intermittent as a result of a severe disability and who, because of their handicap, require ongoing support services to perform such work;* ***Sec. 7, 1986 amendments (PL 99-506) to the Rehabilitation Act of 1973.***

Enclave: *Small group of persons with severe disabilities working together in an integrated setting with supervision.*

Entrepreneurial (Small Business) Model: *Small, separate enterprise producing goods or services that most often employs persons with and without disabilities.*

Mobile Work Crew: *Contracted services provided in the community by a small group of disabled persons who travel to various sites with a supervisor. Opportunities for interaction with non-disabled persons are planned and occur on a regular basis.*

Job Coach Model: *Individuals with severe disabilities placed into integrated, competitive employment with training and supervision by a job coach and with ongoing support from a job coach or other specialist.*

The definitions of the supported employment models provided here all refer to *supported employment in integrated settings at competitive wages.*

2. A. When did your *supported employment* program begin operations?

_____Month/Year

B. When did your organization first begin operations?

_____Month/Year

3. A. What is your organization's current total staff (including supported employment staff)?

_____ Number of total fulltime staff

B. What is the average number of fulltime equivalent staff (direct service and administrative) in each of these types of supported employment activities

_____ staffing entrepreneurial (srnall business) activities
_____ staffing enclave (small group) activities
_____ staffing job coaching (individual placement) activities
_____ staffing mobile work crew activities

4. A. Does your organization have a rehabilitation or business advisory council, separate and apart from your governing board?

☐ Yes OR ☐ No

B. If yes, how many private industry employers serve on this council?

_____ Number of employers on council

5. A. Indicate the change in your organization's overall management staff *as a result of* the introduction of supported employment.

Overall management/supervisory staff:

INCREASE of _____ positions
DECREASE of _____ positions

B. How many managers/supervisors are required to administer your organization's supported employment services?

_____ *supported employment* managers/supervisors

C. How many direct training/service staff are currently utilized to provide supported employment?

_____ *supported employment* direct training/service staff

D. Indicate the change in the number of *overall* direct training/ service staff as a result of the introduction of supported employment

Overall direct training/service staff:

INCREASE of _____ positions
DECREASE of _____ positions

Survey of Supported Employment

6. A. What is the approximate population of the geographic area in which your organization provides supported employment?

☐ Less than 5,000
☐ 5,000 to 10,000
☐ 10,001 to 25,000
☐ 25,001 to 50,000
☐ 50,001 to 100,000
☐ 100,001 to 250,000
☐ 250,001 to 500,000
☐ More than 500,000

B. What was the average unemployment rate in this area in 1987?

☐ Less than 3%
☐ 3.1% to 6%
☐ 6.1% to 9%
☐ 9.1% to 12%
☐ 12.1% to 15%
☐ More than 15%

C. During the year, did the unemployment rate vary by 5% or more due to seasonal fluctuations?

☐ Yes OR ☐ No

II. Referrals and Funding Sources

1. A. Approximately how many referrals did your organization receive in 1987 from outside agencies?

	Change from 1986 *Increase*	*Decrease*
_____ general referrals/ referrals for evaluation	☐	☐
_____ for sheltered employment/ work activity	☐	☐
_____ for supported employment	☐	☐
_____ for pre-employment training	☐	☐

B. Approximately what percent of clients come into your supported employment program from each of the following settings?

_____% from long-term sheltered program
_____% from a work activity program
_____% from a day activity program
_____% from a program for the chronically mentally ill
_____% from a hospital/medical center
_____% from school
_____% from a waiting list
AND
_____% unknown

C. When a participant in your organization's sheltered program moves into your supported employment program, what typically happens to the slot in the sheltered program? Check the one best answer.

☐ Slot is routinely filled within 6 months
☐ Slot is routinely eliminated
☐ Other action; please explain_____
☐ *We don't have a sheltered program*

2. Please check all funding sources your organization utilizes for short-term (to the end of the initial training/funding phase) and for long-term supported employment (following initial training phase):

	Short-term	*Long-term*
State/Federal		
VR	☐	☐
MR/DD	☐	☐
MH	☐	☐
JTPA	☐	☐
JWOD	☐	☐
State Use	☐	☐
Social Service Block Grants	☐	☐
Federal Grants (OSERS/RSA)	☐	☐
Medicaid Home & Community Services	☐	☐
Other:_____	☐	☐
City/County/District		
State or Local Taxes	☐	☐
School System	☐	☐
Private Industry Council	☐	☐
Other:_____	☐	☐
Our own funds		
From internal operations	☐	☐
Other		
Foundation/Corporate Grants	☐	☐
Other Fundraising/Contributions	☐	☐
United Way	☐	☐
Insurance Benefits	☐	☐
Other:_____	☐	☐

III. Client and Employer Characteristics

1. A. How many clients were in your organization's supported employment program as of January 1, 1987?

_____ clients on 1/1/87

B. How many new clients entered your program during 1987?

_____ new clients in 1987

C. For all clients in your program in 1987, give the percent male and female.

_____% male
_____% female

D. For all clients in your program in 1987, please estimate the percent with each *primary* disability:

_____% Mild mental retardation
_____% Moderate mental retardation
_____% Severe mental retardation
_____% Traumatically brain-injured
_____% Chronically mentally ill
_____% Sensory-impaired
_____% Spinal cord injury
_____% Learning disability
_____% Autism
_____% Epilepsy
_____% Cerebral palsy
_____% Other; name_____
AND
_____% *of the above were multiply-handicapped*

Survey of Supported Employment

2. A. What was the status of these clients *immediately* before entering into supported employment with regard to the following benefits?

_____% received medical entitlements (Medicaid/Medicare)
_____% received payments (SSI, SSDI, etc.)

B. What is the *current* status of clients in your supported employment program with regard to these benefits?

_____% receiving medical entitlements (Medicaid/Medicare)
_____% receiving payments (SSI, SSDI, etc.)

C. Regarding Section 1619(a) or (b) support, please check all of the following that apply:

☐ Don't know what this is
_____% of our clients used it in 1987
☐ It has a positive impact on our program
☐ Client use expected to increase in 1988

3. A. What percent of supported employees regularly and routinely use each of the following as their primary transportation to and from work?

Private Transportation
_____% Drives self
_____% Family or friend drives
_____% Walks
_____% Bicycles
_____% Taxi

Public Transportation
_____% Public transit, no transfer, unassisted
_____% Public transit, with transfer, unassisted
_____% Public transit, with assistance
_____% Non-public subsidized transportation
_____% Transported by your organization
_____% Other; please describe _____

B. On average, what percent of supported employees reside in each of the following *at the time they enter* the supported employment program?

_____% live independently
_____% live with relatives or guardians
_____% live with 7 or fewer other residents; parttime supervision
_____% live with 7 or fewer other residents; fulltime supervision
_____% live with more than 7 other residents; parttime supervision
_____% live with more than 7 other residents; fulltime supervision

C. Based on your experience, what percent of supported employees move into less structured, more independent living quarters *after being employed*?

_____% progress to a less supervised living arrangement

D. *Check if 20% or more of supported employees* received the following types of assistance or ancillary services from your organization in 1987

☐ Health services
☐ Financial planning
☐ Recreation/leisure activities
☐ Support in meeting residential needs
☐ Transportation; non-work activities
☐ Job club
☐ Social skills training
☐ Counseling
☐ Prosthetic or orthotic devices
☐ Attendant care
☐ Occupational therapy
☐ Physical therapy

☐ CHECK HERE IF *YOUR ORGANIZATION* DOES NOT PROVIDE ANY OF THESE SERVICES

4. A. Approximately what was the average hourly gross wage of all supported employees in 1987?

$_____ an hour average wage in 1987

B. What percent of your organization's supported employees received an *on-the-job* wage increase in 1987?

_____% received an on-the-job wage increase

C. Given the normal range of salaries received by non-handicapped people for the same type of work, what percent of your organization's supported employees currently receive salaries within this normal range?

_____%

D. What percent of supported employees currently earn sub-minimum wages under a DOL certificate?

_____%

INSTRUCTIONS

In all following questions, respond for calendar year 1987 or your most recent fiscal year, whichever is convenient for you. If your responses are fiscal year, indicate below when your last fiscal year ended:

Responding for ☐ Calendar Year 1987 or fiscal year ending:

☐ 3rd Quarter 1987 ☐ 4th Quarter 1987
☐ 1st Quarter 1988 ☐ 2nd Quarter 1988

5. What percent of your organization's supported employees, in 1987, worked the following average number of hours per week?

_____% averaged less than 20 hours per week
_____% averaged 20-24 hours per week
_____% averaged 25-34 hours per week
_____% averaged 35 or more hours per week

Survey of Supported Employment

6. A. Approximately what percent of your organization's supported employees left their jobs in 1987 for each of the following primary reasons?

Voluntary Separations
_____% promoted or quit for a better job
_____% quit for medical reasons
_____% quit due to loss of transportation
_____% quit due to relocation of residence
_____% quit for reasons other than the above

Involuntary Separations—Business Related
_____% laid off for lack of work
_____% lost job when business closed

Involuntary Separations—Employee Related
_____% *production too low/ performance inadequate*
_____% *poor social skills/adaptation*
_____% unsatisfactory attendance due to transportation problems
_____% all other causes

Other Separations
_____% don't know/no record

B. For the involuntarily separated employees listed above, what was the next placement?

_____% were placed in another supported employment position
_____% were placed in our organization for additional training
_____% dropped out of (all) our programs

7. A. With how many different employers does your organization currently have supported employees working?

_____ different employers provide work for one or more supported employees

B. Considering *total* number of employees (handicapped and non-handicapped) of the employers reported above, give the number of employers in each of the following categories:

Number of Employers

_____ have 1-4 total employees
_____ have 5-10 total employees
_____ have 11-20 total employees
_____ have 21-50 total employees
_____ have 51-100 total employees
_____ have 101-200 total employees
_____ have more than 200 total employees

C. How many of these employers received, in 1987, TJTC or a similar financial incentive to employ handicapped workers?

_____ employers received a financial incentive

IV. Characteristics of Supported Employment

Respond to Sections A, B, C, or D if you have supported employment activities of that general type. Use the definitions at the front of this questionnaire to determine which sections best describe your activities. If your supported employment activity doesn't fit any of these models, report your data in the closest model and briefly describe in the space below how your activity is different from the model definition.

_____

_____

_____

A. JOB COACHING/INDIVIDUAL PLACEMENT MODEL

1. A. Check the types of job coach methods regularly utilized in your program.

☐ One person (e.g., a job coach) does everything from job development to follow-along tasks
☐ Two or more people share responsibility for the client
☐ Other; please describe_____

B. Generally, what percent of your organization's placements are one client per site and what percent are two or more clients per site?

_____% of placements are one supported employee per site
_____% of placements are two or more supported employees per site

2. Who is primarily responsible for the following functions and activities? If responsibility is shared, check all who share.

	Responsibility of			
Function	*Job Coach*	*Follow-along Specialist*	*Case Manager/ Counseling Team*	*Other*
Case management	☐	☐	☐	☐
Marketing	☐	☐	☐	☐
Pre-employment training	☐	☐	☐	☐
Job development	☐	☐	☐	☐
Initial on-job training	☐	☐	☐	☐
Follow-along	☐	☐	☐	☐
Primary liaison with employer	☐	☐	☐	☐
Primary liaison with family	☐	☐	☐	☐
Ancillary support (e.g., transportation, counseling)	☐	☐	☐	☐

3. A. How many completed years of education beyond high school is normally required for an entry-level position in these categories of staff?

_____ years for a job coach
_____ years for a follow-along specialist

B. How many years of related experience is normally required for an entry-level position?

_____ years for a job coach
_____ years for a follow-along specialist

C. In your organization, what is the current average annual salary for these categories of staff?

$_____ per year for a job coach
$_____ per year for a follow-along specialist

D. What are the current lowest and highest salaries?

Lowest	*Highest*	
$_____	$_____	Job Coach
$_____	$_____	Follow-along specialist

4. A. How many hours of orientation does an entry-level staff member normally receive before being assigned regular responsibilities?

	Job Coach	*Follow-along Specialist*
Not any	☐	☐
4-8 hours	☐	☐
9-16 hours	☐	☐
16 hours or more	☐	☐

B. Check all the types of training normally received in the first year of employment:

	Job Coach	*Follow-along Specialist*
3 days in-service	☐	☐
4-7 days in-service	☐	☐
On-job training by senior staff	☐	☐
Assistance by outside consultant	☐	☐
Self-instruction materials	☐	☐

C. Check all the compensation practices that normally apply:

	Job Coach	*Follow-along Specialist*
Pay increased every 6 months	☐	☐
Yearly pay increase	☐	☐
Incentive pay	☐	☐
Overtime pay for 41+ hours/week	☐	☐
Comp time off for 41+ hours/week	☐	☐

5. A. How many hours a week do your organization's job coaches typically work? Include compensated and uncompensated time.

_____ hours per week

B. What was the average number of job coaches and follow-along specialists on your staff in 1987?

_____ job coaches
_____ follow-along specialists

C. How many staff members left their positions in 1987? For each primary reason, give the number who left.

	Job Coach	*Follow-along Specialist*
Involuntarily terminated	_____	_____
Quit, no reason given	_____	_____
Quit for a better job	_____	_____
Quit due to "burnout"	_____	_____
Quit, all other reasons	_____	_____
Total leaving in 1987	_____	_____

D. Generally, over the past several years, what has been the average length of service of job coaches and follow-along specialists?

	Job Coach	*Follow-along Specialist*
0-3 months of employment	☐	☐
4-6 months	☐	☐
7-9 months	☐	☐
10-12 months	☐	☐
Between 1 and 2 years	☐	☐
More than 2 years	☐	☐

6. A. What was the monthly average number of supported employees working with the support of a job coach or follow-along specialist in 1987?

_____ supported employees

B. What percent of these employees earned the following amounts?

_____% less than Federal minimum wage ($3.35/hour)
_____% Federal minimum wage
_____% more than Federal minimum wage

C. What percent of these employees worked the following weekly hours?

_____% averaged less than 20 hours per week
_____% averaged 20-24 hours per week
_____% averaged 25-34 hours per week
_____% averaged 35 or more hours per week

7. A. Excluding client wages, what is your organization's annual budget for the job coach program (staff, administration, indirect costs)? If this program is not a line item in the overall budget, check the approximate range.

☐ Less than $10,000
☐ $10,000 to $25,000
☐ $25,001 to $50,000
☐ $50,001 to $100,000
☐ $100,001 to $250,000
☐ $250,001 to $500,000
☐ $500,001 to $1,000,000
☐ More than $1,000,000

Please state exact amount if available: $_____

B. ENCLAVE MODEL

1. A. How many of your organization's supported employees worked in enclaves in 1987?

_____ monthly average, supported employees working in enclaves

B. Give the approximate percent of these enclave employees for each of the following categories.

_____% are on this organization's payroll
_____% participate in this organization's leave programs
_____% participate in this organization's insurance benefits
_____% participate in this organization's retirement plan

_____% are on a private employer's payroll
_____% participate in a private employer's leave programs
_____% participate in a private employer's insurance benefits
_____% participate in a private employer's retirement plan

_____% receive no benefits

Survey of Supported Employment

C. Give the percent of enclave *supervisors* on each of the following types of payroll:

_____% on this organization's direct or controlled payroll
_____% on a private employer's payroll

2. A. What was your organization's average number of enclaves in 1987?

_____ average total enclaves

B. How many of these enclaves were in each of the following industries?

_____ manufacturing
_____ microfilming/copying
_____ retail
_____ food service
_____ other; please describe_____

C. How many enclave sites had move than one enclave present?

_____ sites with two or more enclaves

3. A. What was the average number of supported employees per enclave?

_____ employees

B. For your enclaves, what was the average number of *supported* employees per supervisor?

_____ average employees per supervisor

C. What is the average number of months an enclave operates before it is closed down?

_____ average months operated

D. Over the past year, what is the average duration of employment for an enclave employee? Please express as number of months.

_____ average months worked, in the enclave

4. A. During 1987, what percent of supported employees working in enclaves earned the following amounts?

_____% less than Federal minimum wage ($3.35/hour)
_____% Federal minimum wage
_____% more than Federal minimum wage

B. What percent of these supported employees worked the following weekly hours?

_____% averaged less than 20 hours per week
_____% averaged 20-24 hours per week
_____% averaged 25-34 hours per week
_____% averaged 35 or more hours per week

5. A. Excluding client wages, what is your organization's annual budget for the enclave program (staff, administration, indirect costs)? If this program is not a line item in the overall budget, check the approximate range.

☐ Less than $10,000
☐ $10,000 to $25,000
☐ $25,001 to $50,000
☐ $50,001 to $100,000
☐ $100,001 to $250,000
☐ $250,001 to $500,000
☐ $500,001 to $1,000,000
☐ More than $1,000,000

*Please state exact amount if available: $*_____

C. MOBILE WORK CREWS

1. A. How many mobile work crews are currently active?

_____ mobile work crews

B. What percent of members of these mobile work crews are non-handicapped employees?

_____% non-handicapped

C. How many work crews perform each of the following general types of work?

_____ Janitorial
_____ Landscaping
_____ Temporary production/labor
_____ Other; please describe_____

2. To the best of your ability, give the percent of supported employees in each of the following categories.

_____% are on this organization's payroll
_____% participate in this organization's leave programs
_____% participate in this organization's insurance benefits
_____% participate in this organization's retirement plan

_____% are on a private employer's payroll
_____% participate in a private employer's leave programs
_____% participate in a private employer's insurance benefits
_____% participate in a private employer's retirement plan

_____% receive no benefits

3. A. What is the average number of supported employees on a mobile work crew?

_____ average number, supported employees

B. Generally, what is the range of supported employees on a mobile work crew?

_____ (lowest number) to _____ (highest number)

C. Over the past year, what is the average duration of employment for a work crew employee? Please express as number of months.

_____ average months worked, on the work crew

4. A. What was the monthly average number of supported employees in mobile work crews during 1987?

_____ supported employees

B. What percent of these supported employees earned the following amounts?

_____% less than Federal minimum wage ($3.35/hour)
_____% Federal minimum wage
_____% more than Federal minimum wage

C. What percent of these supported employees worked the following weekly hours?

_____% averaged less than 20 hours per week
_____% averaged 20-24 hours per week
_____% averaged 25-34 hours per week
_____% averaged 35 or more hours per week

Survey of Supported Employment

5. A. Excluding client wages, what is your organization's annual budget for the mobile work crew program (staff, administration, indirect costs)? If this program is not a line item in the overall budget, check the approximate range.

☐ Less than $10,000
☐ $10,000 to $25,000
☐ $25,001 to $50,000
☐ $50,001 to $100,000
☐ $100,001 to $250,000
☐ $250,001 to $500,000
☐ $500,001 to $1,000,000
☐ More than $1,000,000

Please state exact amount if available: $_____

D. ENTREPRENEURIAL MODEL

1. A. In each category, how many entrepreneurial (small business model) supported employment sites are operated by your organization?

_____ Leased entrepreneurial job sites
_____ Owned entrepreneurial job sites
_____ Franchised entrepreneurial job sites

B. How many of these sites required physical modifications to accommodate supported employees?

_____ sites required physical modifications

C. What percent of employees working at the typical site on a regular basis are non-handicapped?

_____% are non-handicapped

2. Give the approximate percent of supported employees in each of the following categories.

_____% are on this organization's payroll
_____% participate in this organization's leave programs
_____% participate in this organization's insurance benefits
_____% participate in this organization's retirement plan

_____% are on a private employer's payroll
_____% participate in a private employer's leave programs
_____% participate in a private employer's insurance benefits
_____% participate in a private employer's retirement plan

_____% receive no benefits

3. Over the past year, what is the average duration of employment for an employee at an entrepreneurial job site? Please express as number of months.

_____ average months worked, entrepreneurial site

4. A. What was the *total* monthly average of supported employees working at all entrepreneurial job sites in 1987?

_____ supported employees

B. What percent of these supported employees earned the following amounts?

_____% less than Federal minimum wage ($3.35/hour)
_____% Federal minimum wage
_____% more than Federal minimum wage

C. What percent of these supported employees worked the following weekly hours?

_____% averaged less than 20 hours per week
_____% averaged 20-21 hours per week
_____% averaged 25-34 hours per week
_____% averaged 35 or more hours per week

5. A. Excluding client wages, what is your organization's annual budget for the entrepreneurial program (staff, administration, indirect costs)? If this program is not a line item in the overall budget, check the approximate range.

☐ Less than $10,000
☐ $10,000 to $25,000
☐ $25,001 to $50,000
☐ $50,001 to $100,000
☐ $100,001 to $250,000
☐ $250,001 to $500,000
☐ $500,001 to $1,000,000
☐ More than $1,000,000

Please state exact amount if available: $_____

V. Supported Employment Summary

1. A. What percent of supported employees, in 1987, generally *took meals and breaks* with non-handicapped employees?

_____% Job coach supported employees
_____% Enclave supported employees
_____% Mobile work crew supported employees
_____% Entrepreneurial (small business model)

B. What percent of supported employees normally *worked alongside* non-handicapped employees?

_____% Job coach supported employees
_____% Enclave supported employees
_____% Mobile work crew supported employees
_____% Entrepreneurial (small business model)

C. What percent of supported employees normally *performed duties and tasks identical to* the duties and tasks performed by non-handicapped employees?

_____% Job coach supported employees
_____% Enclave supported employees
_____% Mobile work crew supported employees
_____% Entrepreneurial (small business model)

2. In the past year, how many supported employees moved into the employer's regular work force?

_____ moved out of enclaves
_____ moved out of mobile work crews
_____ moved out of a position supported by a job coach
_____ moved out of an entrepreneurial site

3. A. Which type of supported employment is *most difficult* for your organization to administer?

☐ Job coaching
☐ Enclaves
☐ Mobile work crews
☐ Entrepreneurial model

Survey of Supported Employment

B. Which supported employment activity currently being conducted by your organization do you consider *most cost effective*?

- ☐ Job coaching
- ☐ Enclaves
- ☐ Mobile work crews
- ☐ Entrepreneurial model

C. Check the *combination* of supported employment activities that, in your experience, is most cost effective. Check all that apply.

- ☐ Job coaching
- ☐ Enclaves
- ☐ Mobile work crews
- ☐ Entrepreneurial model
- ☐ Not any combination

4. As a *percent* of your organization's *total budget* (all services and programs), what percent is the budget for all your *supported employment* programs?

_____%

VI. Obstacles and Impediments

1. Potential impediments and obstacles to the development and continuation of supported employment programs are listed below. Please rank the severity of each, based on your experience, on a scale of "1" *(Minor)* to "5" *(Could Kill Our Program)*.

Rank

- _____ Lack of available jobs
- _____ Employer attitudes (negative, disinterested, unmotivated)
- _____ Threat of operating revenue loss from reduction of other activities
- _____ Inadequate funds in general
- _____ Uncertainty of new funding/instability of current funding
- _____ Client transportation difficulties
- _____ Lack of experienced direct support staff
- _____ Loss of SSI/SSDI benefits to client
- _____ Resistance from my board of directors/trustees
- _____ Resistance to change by client's family
- _____ Other; please describe_____

VII. Nomination Form for Model Supported Employment Programs

Make any corrections or additions to your mailing label.

Please recommend programs or facilities whose policies, practices and activities could be, in your opinion, a model for others. Include the contact person's name and phone number. Use additional paper if necessary.

Thank You!

Questionnaire is already stamped and addressed.
Please fold and tape before mailing.

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